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ABSTRACT

This sourcebook offers training and technical assistance materials for use in planning rural economic development strategies. It is intended that this book be used by public officials, community leaders, and rural development practitioners who are concerned with strengthening the economics of small towns and rural areas throughout the United States. The material was gathered via letters, telephone interviews, and database searches by professionals in universities, national associations research centers, extension offices, consulting firms, and state governments. More than 500 items are cataloged, including manuals, reports, articles, pamphlets, periodicals, directories, bibliographies, monographs, slides, and descriptions of audiovisual materials. The materials generally have a strong "how to" component and are placed into one of three categories: organizing and planning for economic development; alternative economic development strategies; and economic development tools and techniques. Each of the chapters devoted to the three categories includes a summary of the findings and materials presented. Under the three broad categories, the source book is organized into smaller sections covering such topics as: the role and organization of a local development organization; recruitment of business and industry; small businesses; financial management (for local governments); and downtown revitalization and historic preservation. Sources are given for all materials and 1986 costs are given for many. The sourcebook includes a list of periodicals. All materials are indexed by title and author, and all are cross-referenced by subject term. (TES)

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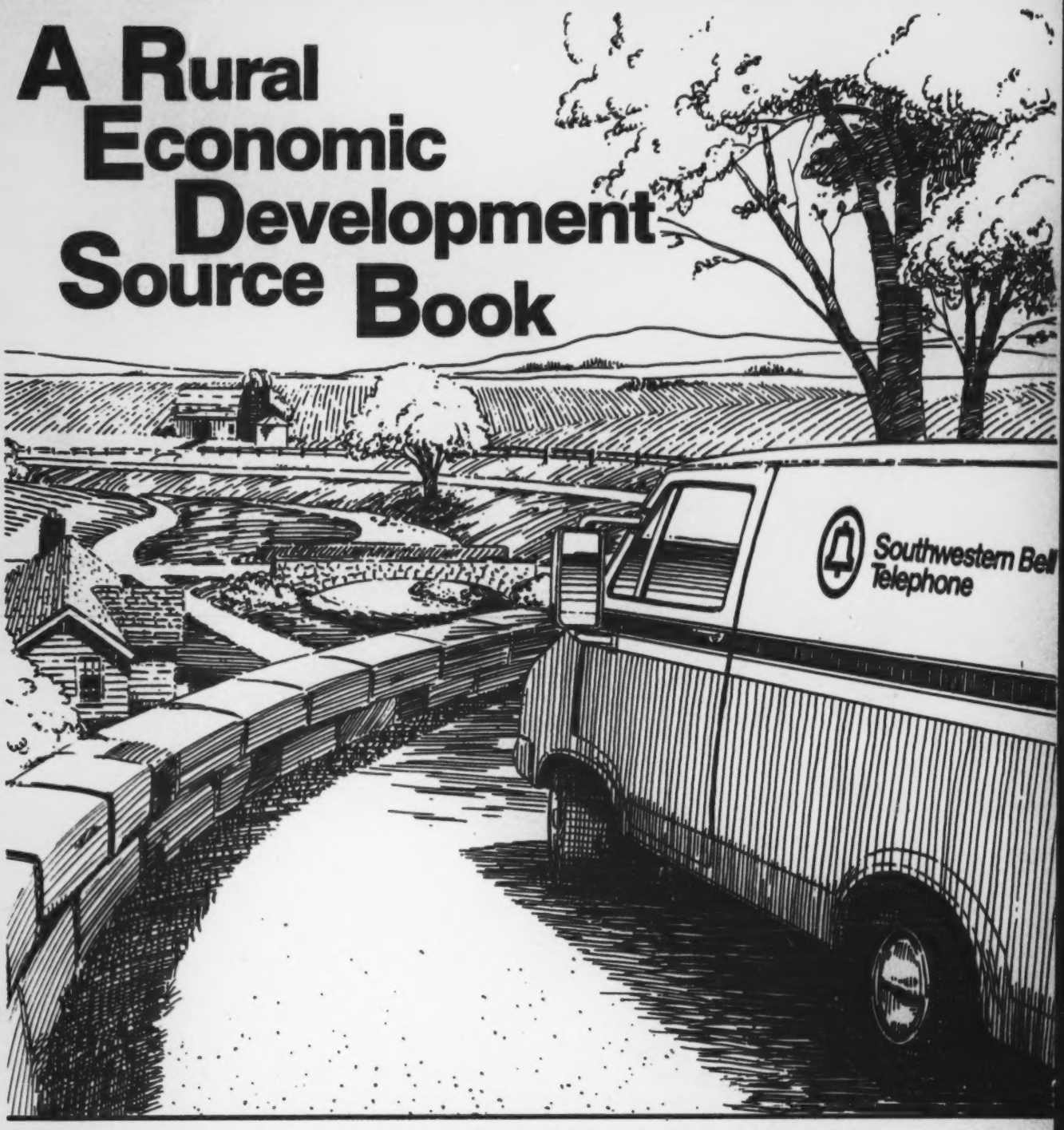
A Rural Economic Development Source Book



Selected Training and Technical Assistance Materials

by Margaret G. Thomas

Economic Development Administration
U.S. Department of Commerce
Washington, D.C. 20230

DECEMBER 1986

Midwest Research Institute
425 Volker Boulevard
Kansas City, MO 64110

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Midwest Research Institute (MRI) is an independent, not-for-profit organization that performs contract research for clients in both the public and private sectors. MRI was founded in 1944 by a Midwestern group of civic, business, and technical leaders. It has become one of the nation's leading independent research institutes and has a current annual research volume exceeding $68 million. Headquarters and main laboratories for MRI are in Kansas City, Missouri.

Interdisciplinary teamwork among MRI's 475 research and support staff in Kansas city provides depth and flexibility in meeting multifaceted project objectives. MRI's staff combine their expertise and resources to carry out research programs covering a broad spectrum of modern science and technology. Research activities range from long-term multimillion dollar programs to smaller projects accomplished within a few weeks. MRI has completed more than 7,500 projects for over 2,500 clients. Current projects range from regional economics to behavioral medicine, from toxicological evaluation to traffic safety, from pollution control to coal chemistry.

The Economics and Management Sciences Department at Midwest Research Institute provides expert assistance to clients from all sectors of the economy. Capabilities include economic analysis, economic and industrial development, management and business studies, market and feasibility analysis, and industry competitive assessment. For more information, call or write Linda W. Thornton, Director, Economics and Management Sciences Department, Midwest Research Institute, 425 Volker Boulevard, Kansas City, MO 64110. Phone: 816/753-7600.

All materials in this document are subject to availability. Prices and sources are correct at date of publication. However, copies of some materials are limited, and prices of additional copies may vary from the prices reported herein. Copies of this source book can be obtained from Margaret Thomas, Midwest Research Institute, 425 Volker Boulevard, Kansas City, Missouri 64110, for a cost of $15.00.

A RURAL ECONOMIC DEVELOPMENT SOURCE BOOK

Selected Training and
Technical Assistance Materials

BLANK

Prepared for:

Economic Development Administration
U.S. Department of Commerce
Washington, DC 20230

Prepared by:
Margaret G. Thomas
Midwest Research Institute
425 Volker Boulevard
Kansas City, Missouri 64110

PREFACE

In November 1985, Midwest Research Institute (MRI) undertook development of a source book for the U.S. Economic Development Administration (EDA) to ensure that the best available training and technical assistance materials for use in preparing rural economic development strategies were available in a single document. A companion document, a resource file of rural economic development technical assistance providers, was also requested. It is intended that this source work be disseminated and used by public officials, community leaders, and rural development practitioners who are concerned with strengthening the economies of small towns and rural areas throughout the United States. MRI is pleased to be a participant in this worthwhile effort.

The ensuing project has been a journey across rural America--via letters, telephone interviews, and data base searches. Reviewing the hundreds of publications and materials received has been an enlightening experience. The total is an impressive array of the efforts of many dedicated professionals in universities, national associations, research centers, Cooperative Extension offices, consulting firms, and state governments who have authored or volunteered suggestions on the best training and technical assistance materials for rural economic development. Their commitment to dealing with the economic struggles of rural and small town America and in sharing the successes when they occur has come through in all these contacts. I congratulate all those professionals who provided such valuable guidance on this project.

My particular thanks go to two assistants in Midwest Research Institute's Economics Reference Center, Beverly Ramsey and Karin Weaver, for their untiring help in obtaining, sorting, and managing the massive volume of information generated for this project. I am also most appreciative of the comments and suggestions contributed by participants on the two round-table review panels who assembled in Stevens Point, Wisconsin, and Washington, D.C., to review earlier findings and drafts of this source book.

MIDWEST RESEARCH INSTITUTE

Margaret G. Thomas
Project Leader

Linda W. Thornton, Director
Economics and Management
Sciences Department

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RURAL ECONOMIC DEVELOPMENT SOURCE BOOK

Please make note of the following updates:

Doc. No. 9 (p. 30)
Doc. No. 10 (p. 59)
Doc. No. 12 (p. 67)
Doc. No. 21 (p. 18)

There is a new address for requests: Robert O. Coppedge, Cooperative Extension Service, New Mexico State University, Box 3AE, Las Cruces, NM 88003.

Doc. No. 41 (p. 63), Understanding Your Local Economy: Economic Base Analysis and Local Development Strategies, is now $1.00.

Doc. No. 86 (p. 37), Business Development Pamphlets: interested persons should request Form 115B for a free list of Business Development Booklets and Form 115A for a free copy of the Business Development Pamphlets order form. The pamphlets cost $0.50 each. The booklets are variable in cost.

Doc. No. 87 (p. 98), Hard Times: Communities in Transition, is a series in progress, not a periodical. Two parts in the series have been published ($0.50 apiece), and four are forthcoming. Contact Barbara Baldwin, Editor, WREP, Oregon State University, Corvallis, OR 97331 for a list of the publications.

Doc. No. 125 (p. 29), Creating Jobs Through Retention, Expansion, and Creation of Local Firms, is available from Paul Warner, 208 Skovell Hall, University of Kentucky, Lexington, KY 40546, at no cost.

Doc. No. 127 (p.27), Economic Development Manual, is now $10.00.

Doc. No. 141 (p. 63), Economic Multipliers: Can a Rural Community Use Them? is also part of a 14-part Coping With Growth series that sells for $4.25. Contact Barbara Baldwin, Editor, WREP, Oregon State University, Corvallis, OR 97331 for a list of the publications. It can also be purchased individually for $0.25, as listed.

Doc. No. 164 (p. 36), Checklist for Going Into Business, is now $0.50.

Doc. No. 178 (p. 9), Do It!: The Nebraska Community Action Handbook, is $10.00 to all.

Doc. No. 186 (p. 32), Shutdown: A Guide for Communities Facing Plant Closings: There is a new address for requests. Contact the Northeast-Midwest Institite, Publications Office, 218 D Street SE, Washington, DC 20003. $10.00. Prepayment required.

Doc. No. 192 (p. 51), Homegrown Industries, The Forgotten Factor, is now $0.50. Contact Beryl Burt, Program Director, Rural Development, CES, University of Arizona, Tucson, AZ 85721.

Doc. No. 201 (p. 54), Set of Materials on Cooperative Business in the USA: for materials, write the National Cooperative Business Association, Ann Arbor Office, P.O. Box 8293, Ann Arbor, MI 48104.

Doc. No. 206 (p. 75), Coping With Growth, has a complete title that reads Coping With Growth: Programming Capital Improvements and is $0.50. It is also part of a 14-part Coping With Growth series that sells for $4.25. Contact Barbara Baldwin, Editor, WREP, Oregon State University, Corvallis, OR 97331 for a list of the publications.

Doc. No. 242 (p.43), Starting a Home-Based Business, is no longer available from the University of Vermont Extension Service. Copies may be obtained from the Small Business Development Center, College of Business, Kansas State University, Manhattan, KS 66506. Attn: Frederick Rice. Individual copies are $5.00; educational discounts are available.

Doc. No. 244 (p. 71), Community Development Credit Unions: A Self-Help Manual, is available from the National Economic Development and Law Center, 1950 Addison Street, Suite 200, Berkeley, CA 94704. Attn: Publications. Price is $10.00 plus tax where applicable.

Doc. No. 252 (p. 38), Achieving Success in Small Business, is now $18.00 for Minnesota residents and $21.50 for out-of-state residents without the instructional tapes. Costs with the tapes are $33.00 and $39.60, respectively.

Doc. No. 261 (p. 65), Sectoral Output Multipliers for Rural Counties, is now $1.25. Request EC 1166 from Agricultural Communications, Publications Orders, Oregon State University, Corvallis, OR 97331.

I. INTRODUCTION

What are the development strategies that small towns and rural areas should pursue in the next decade? And how does a community go about implementing a given strategy? This publication and a companion source book[1] have been compiled to assist local officials, community leaders, and economic development professionals understand the alternatives and obtain the materials and technical assistance available to them.

To collect the source book entries, Midwest Research Institute (MRI) used extensive letter, telephone, and personal requests to organizations, agencies, and colleagues with constituencies, responsibilities, or professional interests in the field of rural economic development. Requests were made to federal agencies, national associations, regional rural development centers and organizations, state departments of economic development, cooperative extension service offices, and universities. Those contacted were asked to recommend written materials they thought to be most useful in providing assistance in economic development to rural areas and small towns. Most of the contacts were made between November 1985 and May 1986.

MRI received and cataloged over 500 items, including manuals, reports, articles, pamphlets, periodicals, directories, bibliographies, monographs, slides, and descriptions of audiovisual materials. In reviewing these materials for inclusion in the source book, MRI sought to identify those which:

- Had a strong "how to" component and were rural-oriented.
- Represented the "best" materials in that category.
- Were fairly current, preferably written since 1980.
- Could be easily obtained.
- Contained success stories and/or contacts in rural areas or small communities.

Most of the materials selected did not meet all of these criteria, but all met at least the first two. Accordingly, the reader should keep in mind that the materials reported in this source book were included

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[1] "Rural Economic Development: A Resource File of Selected Technical Assistance Providers" is also available from the Economics Reference Center, Midwest Research Institute, 425 Volker Boulevard, Kansas City, MO 64110.

because they were felt to be the best among a much greater volume of publications that were reviewed. Materials which were oriented toward discussion of rural policy or were largely theoretical were not included.

In writing the annotations, MRI tried to identify who would most benefit from reading the material (e.g., elected official, community leader, economic development specialist) and the level of detail given. Also, attention was given to any analytical tools (survey forms, worksheets, etc.) included in the publication.

Broadly interpreted, the "how to do it" materials in the rural economic development literature have focused on three categories: organizing and planning for economic development; alternative economic development strategies; and economic development tools and techniques. Using these three broad categories, the source book was organized into sections that included materials on the following topics:

Organizing and Planning for Economic Development

- Overview materials (broad or comprehensive in scope)
- Role and organization of a local development organization

Economic Development Strategies

- Recruitment of business and industry
- Retention/expansion of existing business and industry
- Small business development
- New enterprise development

Economic Development Tools and Techniques

- Community evaluation
- Economic analysis and impact evaluation
- Financing development projects
- Financial management (for local governments)
- Incubators
- Downtown revitalization and historic preservation
- Education and training

There is also a section entitled Periodicals that suggests sources for ongoing subscription information.

Readers can use this source book in any of several ways. The first is to select a category of interest from the Table of Contents and review the entries selected for that category. The source book was intended to be selective enough that a reader, particularly a local official, could scan all the entries in a given category. However, it should be emphasized that each entry is described only once in this source book. The determination of the category under which to place each entry was based on what MRI felt to be its major contribution to the rural economic development literature. But since many materials deal with several of the topics

of interest, key subject terms were used to cross-reference the entries. These subject terms used in Appendix A are similar but not identical to the subheadings used in the three main sections of the source book. They are:

- Cash transfers
- Community evaluation
- Community profile
- Downtown revitalization
- Economic analysis
- Education/training
- Financial management
- Financing
- Historic preservation
- Home businesses
- Impact evaluation
- Import substitution
- Incubators
- Infrastructure development
- Marketing
- New enterprise development
- Organizing
- Program evaluation
- Recruitment
- Retention/expansion
- Small business development
- Tourism

A final way to use the guide is to select from the alphabetical index of titles (Appendix B) or authors (Appendix C).

Sources are given for all materials. In addition, 1986 costs for many materials are listed. However, readers are urged to request current cost information when contacting any source. Also, publications that were previously free may well have a charge placed on them at a later date to meet handling and postage expenses or copying expenses.

The materials presented in this guide are offered to encourage public officials, community leaders, and development specialists to explore some of what has already been attempted and discussed prior to embarking on their own rural economic development plan. While all the ideas will not be right for all communities, some of the suggestions will be worth a closer examination. A summary of the findings and the materials presented is given at the beginning of each of the chapters.

Regrettably, the training materials referenced in any guide are limited to the ideas and strategies that have been published. Innovative strategies, creative enterprises, or experimental programs that are very recent or have never been documented in the literature were not included. However, the reader may be interested to know that additional research on innovative rural economic development projects will be the subject of a forthcoming handbook publication to be prepared by Midwest Research Institute under contract with the U.S. Economic Development Administration and is scheduled for completion in late 1987.

II. PLANNING AND ORGANIZING

Materials in this section were chosen because they present good overviews of the economic development process or good suggestions for either planning or establishing an appropriate organization.

Overview/Planning

There are two excellent series of materials that are referenced: an eight-part Small Town Strategy Series available from the Western Rural Development Center and an eight-part series on Rural Governments in a Time of Change available from the Southern Rural Development Center. Both series contain publications which address specific technical aspects of the development process such as community evaluation or financing.

There are two very good state handbooks for economic development that are described, developed in Minnesota and Nebraska. Both are in looseleaf notebook form, are fairly comprehensive, and very readable. Two other very good handbook-type presentations that are comprehensive in nature but small city-oriented are those prepared by the International City Management Association and the National Council for Urban Economic Development. Both the symposium notebook developed by the Tennessee Valley Authority and the guidebook prepared by the National Association of Towns and Townships can provide community leaders with a very good basic understanding of the economic development process. Finally, Glen Pulver's publication is a concise presentation on community economic development strategies.

Organizing

These materials were selected because they offer specific suggestions on organizing successful local development organizations in rural areas, report on such organizations, or give innovative ideas on participants for such an organization.

OVERVIEW/PLANNING

DOC. NO. 17

SMALL TOWN STRATEGY SERIES
Corvallis, OR: Western Rural Development Center, WREP 52-59, 1982

SUBJECTS

Marketing; recruitment; community profile; organizing; community evaluation; retention/expansion

ANNOTATION

There are eight short (6- to 12-page) publications in this set of materials. All of them offer helpful guidance for community leaders and elected officials in the early phases of a development effort.

"Helping Small Towns Grow" emphasizes the linkage between economic and community development and discusses the economic development planning process in terms of specific, quantifiable goals. Steps in the strategy are (1) develop and overall plan; (2) look at the infrastructure; (3) compile a list of suspects; (3) convert suspects to prospects; (4) sell the prospect; (5) follow through on commitments; and (6) keep existing business.

"To Grow or Not to Grow: Questions About Economic Development" is designed to help communities consider the costs and benefits of development as well as the level of local interest in development. Local resources available or needed, types of growth that are desirable, and fiscal and economic effects of new growth are discussed in a question/commentary format.

"Identifying Problems and Establishing Objectives" discusses some common techniques for identifying community problems and setting objectives. This process is critical to organizing an economic development program, and the material is useful reading for community leaders and elected officials who are beginning such a program. The emphasis is on the process--an important sequence of problem statement, goal statement, objectives, strategies, implementation plan, and evaluation--and examples are given.

"Marketing the Uniqueness of Small Towns" describes seven techniques to uncover the uniqueness of a community: a brainstorming session, visitor questionnaires, a photography contest, new business interviews, focus groups, a school essay contest, and a professional visitation. Different aspects of promotion are briefly discussed as well as a case study example. A sample visitor questionnaire is also included.

"Socioeconomic Indicators for Small Towns" helps small town officials assess community population and economic trends in order that they might "talk business" with commercial prospects by presenting an objective assessment of the prospect's profit potential in the community. It provides a stepwise guide to establishing an ongoing local data collection system for estimating population, family income, and gross sales within a town's trade area. Four sources of local information and three indicators available from the U.S. Census are used. A sample customer survey is included.

"Community Evaluation for Economic Development" is designed to help communities get started in determining if they are ready to undertake economic development by enlisting outside resources to conduct an objective community evaluation. Community evaluation in this context is an overview of the community's assets and liabilities through profile data, a 1- or 2-day on-site team evaluation by three to four professionals, and a formal presentation to community leaders. Sample formats for a community profile and a community evaluation questionnaire are included.

SOURCE

Western Rural Development Center, Oregon State University, Corvallis, OR 97331. $4.00 for the set of 8 publications.

DOC. NO. 33 SERIES ON RURAL GOVERNMENTS IN A TIME OF CHANGE. Mississippi State, MS: Southern Rural Development Center, 1984.

SUBJECTS Recruitment; new enterprise development; downtown revitalization; tourism, economic analysis; organizing; education/training; infrastructure development; financing; marketing; retention/expansion; financial management.

ANNOTATION There are eight manuals in this set. The materials were developed for rural government officials by the Rural Government's Coalition and the U.S. Department of Agriculture and are 19 to 38 pages in length.

"Tapping Federal Know-How" is designed to help rural communities take full advantage of federal expertise to help solve local problems through direct technical assistance, which can be worth as much as a grant when properly used. Several good tips on getting help by pursuing a logical, systematic approach are offered. "Front end" preparation is emphasized as critical to success. A number of basic reference documents useful in finding help are listed. An appendix lists federal information centers in all states.

"Making Management Improvements" is a primer for local officials on saving local dollars through better management. It discusses budget management and ways to identify improvements and set objectives. A section on finances examines alternative revenue sources and services suitable for user fees; ways to better administer services and cut costs; how to know when and how much to borrow; and how to develop reporting systems. A section on cash management takes a look at what needs to be done to develop financial control; invest money wisely; and create effective cash collection, deposit, and payment procedures. The manual provides guidance on self-evaluation for productivity improvement and identification of alternatives for resources, services, and equipment. A list of sources for local government management assistance is also provided.

"Working With Your State" addresses the need to develop strong relationships between rural and state governments in order to obtain more state transfer payments, find solutions to chronic rural problems, change state policies that are detrimental to rural areas, and improve the administration of state programs in rural areas. The manual guides rural officials in defining their needs, organizing their resources, exploring their options, and taking action.

"Managing Rural Natural Resources" reviews a variety of natural resource management problems of rural government officials. A section on getting started discusses the need to improve land records, mapping, land use inventories, and associated administration. A section on planning for development emphasizes the use of surveys, task and environment impact statements as well as the need to work with developers. A section on conserving natural resources discusses conservation principles, dealing with urbanization, and scenic area protection. Tables listing federal, state, and private assistance are used throughout the manual.

"Rural Economic Development" reviews alternative types of development strategies and recommends approaches and resources for creating a regional program. Discussions of major program elements--land and infrastructure, financing, management assistance for small businesses, education/training assistance, and marketing--plus examples of successful or innovative efforts are given. The appendix lists several sources of additional assistance around the nation.

"Sharing Local Costs" provides examples, checklists, and facts to help local leaders of rural communities initiate projects that share the costs of services among two or more local governments. Major steps in a successful cost-sharing project include organizing, checking legal authority, determining project feasibility, negotiating an agreement, and preparing the contract. Resources provided include state constitutional and statutory references.

"Financing Rural Development" includes an overview of the tools for financing some essential elements of rural development and recommendations on financing business development and public facilities. State and federal assistance sources for helping finance development or infrastructure are also presented.

SOURCE

Southern Rural Development Center, Box 5406, Mississippi State University, Mississippi State, MS 39762. $11.60.

DOC. NO. 107 MINNESOTA STAR CITY PROGRAM: AN ECONOMIC DEVELOPMENT STRATEGY FOR YOUR COMMUNITY. 2nd ED.
St. Paul: Minnesota Department of Energy and Economic Development, n.d., 151 pp.

SUBJECTS Organizing; community profile; retention/expansion; infrastructure development; recruitment

ANNOTATION The State of Minnesota has a comprehensive training manual for communities wishing to develop an economic development strategy. The manual is in looseleaf notebook form. Chapters include organization; incorporation; components of a community profile (with data sources); preparation of both a 5-year and a 1-year plan and strategy (with sample plans); preparation of a slide presentation; interpretation and use of labor market information; capital improvement planning (with a sample 5-year capital improvement plan); components of a community fact book and brochure; guidance on successful business retention programs; and an industry recruitment strategy. Nearly all of the manual is useful and relevant to non-Minnesota communities.

SOURCE Minnesota Department of Energy and Economic Development, 900 American Center, 150 East Kellogg Boulevard, St. Paul, MN 55101. $20.00.

DOC. NO. 178 DO IT!: THE NEBRASKA COMMUNITY ACTION HANDBOOK.
Lincoln: Nebraska Department of Economic Development, n.d., 176 pp.

SUBJECTS Organizing; community evaluation; community profile; retention/expansion; small business development; recruitment; downtown revitalization; tourism

ANNOTATION This looseleaf notebook has been prepared by Nebraska's Department of Economic Development to aid communities in undertaking a comprehensive local economic development program. The first section contains 3 booklets on the community development process, a guide for conducting community attitude surveys, and a guide for formulating economic development goals and strategies. These three booklets are applicable to a community in any other state. Remaining sections are designed to give information on federal, state, and other resources available to assist in a number of areas, including business development, recruitment, downtown revitalization, tourism, and financing. Overview discussions in these sections are useful to those who are not development specialists. There are numerous sample worksheets, questionnaires, checklists, discussion guides, surveys, and press releases.

SOURCE Nebraska Department of Economic Development, P.O. Box 94666, Lincoln, NE 68509. Free to state of Nebraska residents, $10.00 outside state.

DOC. NO. 23 LOCAL ECONOMIC DEVELOPMENT: A STRATEGIC APPROACH. 2nd ED.
Washington, D.C.: International City Management Association, 1984, 80 pp.

SUBJECTS Recruitment; retention/expansion; small business development; education/training; organizing

ANNOTATION This training package consists of a handbook, a user's guide, and a set of sample survey instruments and data collection sheets. The handbook serves as a good primer on economic development. It introduces concepts of economic development issues, and discusses how megatrends affect local communities. It examines the separate roles private and public sectors have to play, and examines key local government actions to promote economic growth. It identifies critical factors in the local climate that influence economic growth, and emphasizes the importance of making comparisons with other communities on these factors (market characteristics, quality of life, labor, land, and capital). A case study is used to illustrate the process of formulating goals, objectives and strategies. Finally, guidance is provided on selecting among strategies based on costs. The user's guide provides detailed instruction for organizing a strategic planning team and conducting six planning sessions to formulate goals, objectives and strategies. The resources provided are a resident survey, business/merchant survey, consumer survey, land use survey, commercial area parking survey, industrial area survey, and business attraction data sheets.

SOURCE International City Management Association, 1120 G Street, N.W. Washington, D.C. 20005. $62.75.

DOC. NO. 280

SMALL CITY ECONOMIC DEVELOPMENT: PROFESSIONAL DEVELOPMENT PROGRAM
Washington, DC: National Council for Urban Economic Development, 1984, 400 pp.

SUBJECTS

Organizing; community evaluation; community profile; downtown revitalization; recruitment; retention/ expansion; small business development; program evaluation

ANNOTATION

This large looseleaf notebook is a training manual, prepared to serve as the basis for instructing small city officials in comprehensive local economic development programs and activities. It is also designed to show communities how to use the Community Development Block Grant (CDBG) program to effectively put together economic development projects. The material would particularly benefit local officials with limited economic development experience. Each chapter is a step-by-step guide. The seven chapters look at key concepts and rationale for local government efforts in economic development, organizational options, guidance in community evaluation and preparing a community profile, the range of available financing tools appropriate for small communities, successful small business assistance programs, revitalizing commercial districts, and small city initiatives in retaining and attracting industries. Case studies are included in some chapters. Several chapters include additional readings, such as reprints from periodicals, worksheets, sources of assistance, samples questionnaires, etc.

SOURCE

National Council for Urban Economic Development, 1730 K Street, N.W., Washington, DC 20006. $35.00.

DOC. NO. 234 REDARK SYMPOSIUM ON ECONOMIC DEVELOPMENT LEADERSHIP--SYMPOSIUM WORKBOOK
Knoxville, TN: Tennessee Valley Authority, 1986, 150 pp.

SUBJECTS Community evaluation; community profile; infrastructure development; marketing; new enterprise development; organizing; recruitment; retention/expansion; small business development

ANNOTATION This looseleaf notebook was designed to accompany a symposium on economic development leadership for small towns and rural areas in Oklahoma, but the notebook alone can provide community leaders with a very good basic understanding of the economic development process and of their responsibilities in that process in any state with a large rural area. The overview makes a strong case for the considerable role that informed community leaders must take in order to improve their communities and promote development. A section on encouraging home-grown job creation focuses on useful guidance in establishing programs to assist existing industry and to assist small business start-ups as well as expansions. A sample letter of introduction, industry needs survey and assessment, highlights of successful programs in other states, and a business/merchant survey are included. A section on attracting new business and industry discusses the components of a recruitment program and includes a sample target industry analysis, a community profile form, and highlights of successful recruiting programs. A section on preparing the community for economic development discusses eight factors community leaders must evaluate closely, how to perform the evaluation, and sample checklists, including a community attitude self-survey. Additional sections outline steps in preparing a plan and conducting a group exercise to identify development opportunities in a specific region.

SOURCE Community Development Branch, Tennessee Valley Authority, 2J99 Old City Hall, Knoxville, TN 37902. Inquire with TVA as to price.

DOC. NO. 20 HARVESTING HOMETOWN JOBS: A SMALL-TOWN GUIDE TO LOCAL ECONOMIC DEVELOPMENT.
Washington, D.C.: National Association of Towns and Townships, 1985, 37 pp.

SUBJECTS Organizing; community profile; retention/expansion; small business development; new enterprise development; home business; recruitment; financing

ANNOTATION This guidebook was written for elected officials and community leaders to show how to organize and carry out effective job and revenue-generating activities. The chapters are sequential and discuss organization, preparing a community profile, business retention/expansion, new enterprise development, home businesses, recruitment, and financing. Several examples with names to contact are contained in each chapter. The guidebook is easy to read and covers in a general fashion many aspects of economic development in small towns.

SOURCE NATaT, 1522 K Street, N.W., Suite 730, Washington, DC 20005. $3.00.

DOC. NO. 299 COMMUNITY ECONOMIC DEVELOPMENT STRATEGIES
Pulver, Glen C.
Madison, WI: University of Wisconsin-Extension, Cooperative Extension Service, n.d., 17 pp.

SUBJECTS Cash transfer; import substitution; new enterprise development; recruitment; retention/expansion; small business development; community evaluation

ANNOTATION This publication is a concise and very useful overview of the current structural changes in the U.S. economy, sources of future economic growth, and the key variables affecting a community's levels of employment and income. The last section focuses on five types of strategies for local community action and several specific actions communities can take as a part of each strategy. The five strategies for increasing employment and income addressed are improving the efficiency of existing firms, improving the community's ability to capture existing dollars, attracting new basic employers, encouraging new business formation, and increasing aids received from broader governments. The publication would be quite readable by local officials and community leaders and would be a good summary document for use by rural development specialists.

SOURCE University of Wisconsin-Extension, Agricultural Bulletin, Room 245, 30 N. Murray Street, Madison, WI 53715. $.50.

DOC. NO. 32

LOCAL ECONOMIC DEVELOPMENT PLANNING: FROM GOALS TO PROJECTS.
Bendavid-Val, Avrom.
Planning Advisory Service Report No. 353. Chicago: American Planning Association, 1980, 34 pp.

SUBJECTS

Organizing; impact evaluation

ANNOTATION

This manual is appropriate reading for specialists or local officials starting or revamping a local economic development planning process. The emphasis is on the process whereby a community can determine the appropriate meaning of economic development for itself, examine its available resources, identify its alternative options, and plan for implementation through an action plan. Of special interest is a chapter on assessing the comparative costs and benefits of proposed projects that includes sample assessment checklists, a comparative assessment matrix, and an investment priority matrix.

SOURCE

American Planning Association, 1313 East 60th Street, Chicago, Illinois 60637. $12.00.

DOC. NO. 143

EVALUATING ECONOMIC DEVELOPMENT PROGRAMS: A METHODOLOGY HANDBOOK. 1st REV. ED.
Atlanta: Georgia Institute of Technology, Economic Development Laboratory, 1982, 152 pp.

SUBJECTS

Program evaluation; economic analysis; community profile

ANNOTATION

This handbook gives some very useful guidance on program evaluation, written in a clear, nontechnical manner. Part 1 of this handbook describes the objectives of evaluating economic development activities in order to guide the development process effectively. A general approach to conducting an evaluation is given. Part 2 of the handbook presents six types of evaluation designed to assess (a) economic development plans and organizations, (b) the economic development process, (c) the economic inventory of an area, (d) job location impact, (e) the service impact of infrastructure investments, and (f) sudden economic dislocations (including an extensive interview guide). The handbook gives examples of the application of most of the techniques discussed.

SOURCE

Economic Development Laboratory, Engineering Experiment Station, Georgia Institute of Technology, Atlanta, GA 30332. Free.

DOC. NO. 118 PROCEEDINGS OF THE COMMUNITY ECONOMIC DEVELOPMENT STRATEGIES CONFERENCE, MARCH 1-3, OMAHA, NEB.
Ames, IA: North Central Regional Center for Rural Development, 1983, 186 pp.

SUBJECTS Recruitment; retention/expansion; small business development; new enterprise development; cash transfers

ANNOTATION These conference proceedings provide a useful overview of rural economic development. Global and regional shifts in economic activity and common developmental mistakes by communities that fail to understand these trends are discussed. Specific development strategies to improve incomes and employment in a community are discussed in several papers dealing with industrial recruitment, strengthening retail development through trade area analysis, business retention/expansion programs, fostering entrepreneurial growth, and cash transfer payments. The primary audiences for these proceedings are policy makers, economic development practitioners and researchers.

SOURCE North Central Regional Center for Rural Development, Iowa State University, 216 East Hall, Ames, IA 50011. Free.

DOC. NO. 253 SMALL CITIES AND COUNTIES: A GUIDE TO MANAGING SERVICES
Banovetz, James M., Editor
Municipal Management Series. Washington, DC: International City Management Association, 1984, 356 pp.

SUBJECTS Community evaluation; community profile; economic analysis; financial management; program evaluation; infrastructure development; organizing

ANNOTATION This manual describes how local government should be managed in small and midsized communities. It contains a 17-page chapter on economic development that is a well-written overview of the process and its primary components, with many specific suggestions for small cities and county governments. The chapter is divided into five general areas: economic development policy decisions, information and analysis, resources, implementation, and evaluation. Useful distinctions are drawn between industrial development and economic development goals, and between planning and economic development. Numerous examples of community economic development tools, federal and state aids, and administrative structures that can be used to further economic development are also provided.

SOURCE International City Management Association, 1120 G Street, N.W., Washington, DC 20005. $28.50.

ORGANIZING

DOC. NO. 155 — FACILITATOR'S ROLE IN COLLABORATIVE RURAL DEVELOPMENT: THE NORTH CAROLINA RURAL EMPLOYMENT LABORATORY. Chapel Hill: MDC, Inc., 1981, 206 pp.

SUBJECTS — Organizing; retention/expansion; small business development; new enterprise development

ANNOTATION — The research leading to this publication focused on identifying model rural development stategies which were transferable, could be initiated locally or by states, and which could survive through local support. A diverse sample of locally initiated projects in seven states was studied. The first half of the report discusses the characteristics of success: small scale, a focus on the local small business sector, initiation by local private nonprofit organizations, support from both business and local government as well as state or federal support; and a general thrust toward maximizing local control of economic activity. Strategies for expansion/retention, small business development, and new enterprise development are analyzed in terms of characteristics of successful projects in each of these categories. There is considerable discussion of the role and operation of local development organizations, and this is the primary focus of the case studies assessed in the second half of the report. There is a bibliography that would be of interest to practitioners and researchers.

SOURCE — MDC, Inc., 1717 Legion Road, Chapel Hill, NC 27514. $10.00.

DOC. NO. 110

COMMUNITY DEVELOPMENT CORPORATION PROFILE BOOK.
Erdmann, Robin J.; Gradin, Harlan; Zdenek, Robert O.
Washington, D.C.: National Congress for Community Economic Development, 1985, 110 pp.

SUBJECTS

Organizing; small business development, financing

ANNOTATION

This manual provides useful in-depth information on the accomplishments of 18 community-based economic development organizations operating in diverse geographic, ethnic, political, social, and economic environments. Nine of these organizations have predominantly rural constituencies and four have both urban and rural constituencies. The rural locations include Alaska, Maine, Louisiana, Mississippi, Arizona, New Mexico, Wisconsin, Kentucky, and Vermont/New Hampshire. Each organization is profiled and a summary is given of its accomplishments in job creation, business development, housing, and service delivery, among others. The information is very valuable for economic development practitioners, local officials, and private sources considering the potential of community economic development to relieve either rural or urban areas in economic distress.

SOURCE

National Congress for Community Economic Development, 2025 I Street, NW, No. 901, Washington, DC 20006. $7.50.

DOC. NO. .79

A GRASS ROOTS DEVELOPMENT STRATEGY WITH LOCAL DEVELOPMENT ORGANIZATIONS
Malizia, Emil E.; Rubin, Sarah.
Rural Development Perspectives 1 (June 1985):7-13.

SUBJECTS

Organizing

ANNOTATION

This article is a summary of characteristics of a successful local development organization (LDO). It provides economic development practitioners and elected officials with findings and examples drawn from a number of LDO interviews. The discussion and approaches suggested deal with the need for five critical factors: flexibility, leadership, local support, funding, and staff. Examples are primarily drawn from California, Louisiana, Maine, North Dakota, Vermont, Kentucky, and Massachusetts.

SOURCE

Library, or for a $5.00 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 21 ORGANIZING A SMALL-TOWN DEVELOPMENT CORPORATION.
Coppedge, Robert O.
Circular 491. Las Cruces: New Mexico State University Cooperative Extension Service, 1980, 8 pp.

SUBJECTS Organizing

ANNOTATION Formation of local development corporations is recommended for small towns and a brief overview of their role and advantages to a community are presented. Steps to organizing a corporation, deciding on its profit or nonprofit status, obtaining operating funds, certification, and preparation of bylaws are outlined. Sample Certification of Incorporation and bylaws are included.

SOURCE Robert O. Coppedge, NMSU Extension Service, 9301 Indian School Road, N.E., Suite 101, Albuquerque, NM 87112. Free.

DOC. NO. 161 A GUIDE TO THE ORGANIZATION OF A LOCAL DEVELOPMENT CORPORATION.
Bismarck: North Dakota Economic Development Commission, n.d., 31 pp.

SUBJECTS Organizing

ANNOTATION This manual discusses the organization, funding, and management of a local development corporation (LDC) in North Dakota. Sample Articles of Incorporation, by-laws, and a subscription agreement for shares of capital stock are included. Most of the discussion is not limited to North Dakota, but the manual would be of particular interest to community leaders in that state who are considering formation of an LDC. The writing is detailed yet readable. Topics covered include: initial leadership, outlining a program, public meetings, legal organization, sources of funds, operating functions, and policy and prospect evaluation.

SOURCE North Dakota Economic Development Commission, Liberty Memorial Building, Capitol Grounds, Bismarck, ND 58505. Free.

DOC. NO. 96 A GUIDE FOR DEVELOPING A COUNTY COMMUNITY DEVELOPMENT PROGRAM.
Manhattan: Kansas State University Cooperative Extension Service, 1983, 12 pp.

SUBJECTS Organizing; community evaluation

ANNOTATION This pamphlet was designed to assist rural counties in Kansas by providing sample worksheets to aid in reviewing local situations. Worksheets address economic development, leadership development, local government, and natural resources. The information is very brief but useful in situations where a very simplified presentation is needed.

SOURCE Cooperative Extension Service, Kansas State University, Manhattan, KS 66506. Free.

DOC. NO. 94 COMMUNITY DEVELOPMENT SERIES.
Manhattan: Kansas State University Cooperative Extension Service.

SUBJECTS Recruitment; retention/expansion; import substitution; new enterprise development; cash transfers; small business development

ANNOTATION This set of 1983 and 1984 brief publications is designed for the elected official or community leader in the early stages of economic development planning. The writing is clear and simple; the publications provide a clear linkage between the goals of community development and economic development. Topics covered include goal setting, development strategies, economic development of local firms, and steps to a successful town meeting.

SOURCE Cooperative Extension Service, Kansas State University, Manhattan, KS 66506. Free.

DOC. NO. 236 COMMON GROUND: THE MARRIAGE OF AMERICA'S RURAL AND CORPORATE WORKPLACE
McAndrew, Alice
American City & County (August 1985): 42-50, 8 pp.

SUBJECTS Community evaluation; community profile; education/training; organizing

ANNOTATION This article gives examples of recent successful and innovative cooperation between rural communities and the corporations or businesses within those communities. It offers good reasons for involving the corporate sector in the economic development organizing process. Partnerships in funding needed public facilities, providing public services, coordinating training programs, and strengthening educational programs are briefly described.

SOURCE Library, or for a $5.00 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 239 PARTNERS IN ECONOMIC DEVELOPMENT
Wilson, W. Randall
Library Journal, 111 (March 15, 1986): 32-34.

SUBJECTS Community evaluation; community profile; organizing; recruitment; incubators

ANNOTATION This short article details the unique role taken by a public library in Canton, Illinois, to become an active provider of economic development information and a database that can be used by businesses and industries inside or outside the county to promote economic development and job growth. The library's first project, the successful preparation of an attractive promotional folder and insert, is discussed. Future projects under consideration are establishing an alumni network of former area residents; a business incubator seminar; and research support to the newly formed economic development organization.

SOURCE Library, or for a $5.00 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

III. ECONOMIC DEVELOPMENT STRATEGIES

There are four development alternatives that are highlighted in this chapter: recruitment of business and industry; retention/expansion of existing businesses; small business development; and new enterprise development.

The primary approach that cities and states have used for economic development consists of attempting to improve their business climate and then promoting this information as an incentives package to lure businesses and industries to choose them when making their location decision. Most metropolitan areas have used industrial parks, speculative buildings, infrastructure investment, financial incentives, and job training offers as part of their aggressive recruitment efforts. Many smaller communities have imitated this same approach to economic development through industrial recruitment. Many have their own industrial parks, and some have even constructed speculative buildings in hopes of enticing a firm to locate a branch plant in their community and thereby provide much-needed employment opportunities.

Recent research suggests that corporate affiliates--headquarters operations, branches, and subsidiaries--created about 68 percent of the new jobs in nonmetropolitan counties between 1976 and 1980, compared to about 32 percent generated by independent firms.[1] About half of the growth from the corporate affiliates came from companies that employed 100 or more employees in the entire company.

While recruitment of affiliates of large corporations remains a valid strategy, there is increasing concern about dependence on this approach as the only or even the primary approach to rural economic development. There are several reasons for this concern:

1. Communities that are successful in attracting "footloose" firms are finding that those same firms often relocate to still more profitable areas. For example, earlier advantages such as low labor costs can lose their relevance when compared to significantly lower operating costs overseas. Corporate firms, in traditional low-wage rural industries such as textiles and apparel, may close branch plants in favor of foreign locations with still cheaper labor and also fewer safety and environmental regulations.

2. As a quick solution to problems of poverty, industrial development is an illusion. Relatively few people move above the poverty level as a direct or short-term effect of new industry. When new industry

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[1] Miller, James P. "Rethinking Small Business as the Best Way." Rural Development Perspectives (Feb. 1985): 9-12.

does come, many of the new jobs created in a community are filled by non-locals who move into the area. The local cost of living often rises, with an accompanying detrimental impact on local residents who have not shared in the new employment opportunities. This can be especially hard on those living on fixed or limited incomes.

3. When communities compete with one another for a new industry, they forgo opportunities to cooperate, to solve common problems, and to combine their resources in an areawide or regional approach to economic development. A focus on industrial attraction can also tend to preclude support for existing local businesses or industries, since limited energy, time, and financial resources are often given first to the industrial recruitment effort.

4. Competing for industry is a "zero sum game" when viewed from a national perspective. As areas compete aggressively by raising the ante, often through tax concessions and other financial assistance, the differential between areas in terms of incentives to corporations tends to remain somewhat unchanged. The only real "loser" is the general taxpayer who must make up for lost revenues or live with the consequences in terms of reduced public services or facilities. Even if the tax base is increased, this is often not enough to offset the additional public service costs if industrial property is exempt.

For these reasons, long-term community interests are best served by a strategy that also includes a strong local approach to rural economic development. Independent or "homegrown" businesses that have survived beyond 5 years have more of a vested interest in the rural community and its work force than recruited firms. They tend to not lay off workers unless absolutely necessary. They also tend to expand local involvement in economic development decisions. Small independent firms, on the other hand, can be a special challenge in that they tend to initially generate many jobs but then decline, usually because of inadequate financing or business management. Nevertheless, small businesses can be more appropriate for the available small markets in rural areas--and the small amount of start-up capital required also makes small businesses a practical approach for many individuals and families. Thus, the evidence suggests that both recruitment and the alternative approaches--retention/expansion of existing businesses, small business development, and/or new enterprise development--are essential ingredients to a rural economic development plan.

Recruitment

Materials that would be useful in organizing, researching, and implementing an industrial recruitment process are presented in this section. The state of Nebraska's guide is particularly thorough. The materials produced by Kansas are a good supplement. There are two books on the subject--one published by the American Economic Development Council and the other a manual by Kenneth Wagner--that are practical and generally quite readable.

Retention/Expansion of Existing Business and Industry

Excellent assistance materials on this subject are available from the Cooperative Extension System in Ohio, Kentucky, Alabama, and New Mexico. The most extensive materials are those from Ohio.

Several references are presented that deal with options a community should consider when faced with the potential loss of a major employer, including employee ownership of the company.

Business expansion through exports is explored in depth in a publication from the National Council for Urban Economic Development. Functions of an export trading company are reviewed in a USDA publication.

Small Business Development

This is one of the longer sections presented in this source book. The article by Jeff Luke sets the stage by pointing out the importance of small business development strategies to small communities. Three sources of assistance, the Cooperative Extension Service, Chambers of Commerce, and the Small Business Administration are examined in the next several references.

The "Fundamentals of Business" materials from the Southern Rural Development Center were developed to assist instructors working to improve the profitability of businesses in small towns. The looseleaf notebook produced in Minnesota and the business planning guide produced by the Florida State University were both designed to be used directly by a small business manager, but the materials would be valuable to a technical assistance provider as well.

Publications by the Florida State University, the Women's Educational Equity Act Publishing Center, the Hubert H. Humphrey Institute, and the Women's Economic Development Corporation are all specially directed toward assisting women in small business or rural areas.

A number of business guides and directories for home-based businesses are referenced. The book by Barbara Brabec is especially comprehensive. The publication from The Minnesota Project is one of the few research reports on home enterprises and is a useful reference for the economic development specialist seeking to develop home-based and cottage industries in a region. The Wall Street Journal supplement also contains ideas on home-based and small business development. The last few references deal specifically with helping tourist businesses.

New Enterprise Development

Beginning this section are four excellent, though diverse, publications by MDC, Inc.; Shanna Ratner and Peter Ide; the National Economic Development and Law Center; and Emil Malizia. The MDC Inc. publication reports on an in-depth study of rural development organizations and their successes in utilizing untapped rural resources and local markets to

promote new enterprise development. The report by Ratner and Ide puts the innovative strategies for rural economic development into a useful analytical framework and then illustrates the various approaches, using examples of new enterprise development for many of the approaches. The National Economic Development and Law Center has produced a three-volume report detailing the venture development process including implementation of a new venture by a community-based economic development organization. The guidebook on local economic development by Emil Malizia is a very complete treatment of practical techniques to execute successful public-private partnerships and local development projects. While urban-oriented, the theoretical process would be useful to a rural specialist assisting a local organization explore new enterprise development options.

Short publications by Gene Summers, Stephen Smith, and Rudolph Schnabel highlight innovative sources of local markets (e.g., social security income, services, or the goods and services currently purchased outside the area by local businesses) and the importance of encouraging homegrown industries. There are also several publications that summarize actual community experiences with new enterprise development strategies as well as other strategies. The final publications deal with establishing cooperatives as new business ventures.

RECRUITMENT

DOC. NO. 177 BUILDING THE FOUNDATIONS OF INDUSTRIAL DEVELOPMENT. 2nd ED.
Lincoln: Nebraska Department of Economic Development, n.d., 202 pp.

SUBJECTS Recruitment; community evaluation; community profile; organizing

ANNOTATION The materials in this guide and supplements are aimed at assisting Nebraska communities develop an organized and planned program of industrial recruitment, but much of the material would be useful to any community. The guide is divided into 4 parts, dealing with community evaluation, organizing and research, working with industrial prospects, and helping the new industry get started. Several community evaluation worksheets are included, as well as worksheets for identifying and working with prospects and developing presentations. Supplementary materials include a listing of professionals involved in industrial development in Nebraska; guides for organizing an industrial development corporation, conducting community attitude surveys, and making an industrial site survey; a checklist of factors for small towns to consider in acquiring and developing industrial sites; a guide for planning a speculative building; and industrial building and site data and samples.

SOURCE Nebraska Department of Economic Development, P.O. Box 94666, Lincoln, NE 68509. Free to state of Nebraska, $10.00 outside state.

DOC. NO. 101 KANSAS: A COMMUNITY GUIDE TO INDUSTRIAL DEVELOPMENT. Topeka: Kansas Department of Economic Development, 1982, 34 pp.

SUBJECTS Recruitment; community profile; community evaluation; organizing

ANNOTATION The emphasis of this manual is on attracting new business to a community. It is appropriate for community leaders and public officials in any fairly large town or small city. The manual discusses four components of an industrial development campaign: deciding whether to undertake industrial development; beginning an industrial development program, prospecting industrial firms, and working with new and existing industry. A "go-no go" checklist is provided as well as several sample tables for community profile analysis and a sample 5-year plan for economic development. Guidance on selecting and designing an industrial park is given. A prospect visit checklist is suggested. The need for a sustained, continual effort is greatly emphasized. The suggested resources are all in Kansas but the body of the text would be useful for community leaders in any state.

SOURCE Kansas Department of Economic Development, 503 Kansas Avenue, 6th Floor, Topeka, KS 66603. Free.

DOC. NO. 185 PRINCIPLES OF INDUSTRIAL DEVELOPMENT. 3rd ED. REV. Preston, Richard, editor. South Hamilton, MA: AIDC Education Foundation, 1981, 156 pp.

SUBJECTS Recruitment; retention/expansion; organizing; financing; marketing

ANNOTATION This book and the audiovisual instruction series that can be purchased or rented to accompany it are tools designed to instruct local leadership and the public about industrial development. As such, the book provides a basic reference on the broad principles of industrial development. Subjects presented include facility planning, forming an industrial development team, data compilation, dealing with existing industry, industrial sites, speculative buildings, project financing, promotion and transportation. While figures represent 1976 values, the principles and recommendations on recruitment and expansion/retention strategies are sound.

SOURCE Richard Preston, President, AEDC Educational Foundation, 66 Railway Road, P.O. Box 2487, South Hamilton, MA 01982. $10.50.

DOC. NO. 127 ECONOMIC DEVELOPMENT MANUAL.
Wagner, Kenneth, C.
Jackson: University Press of Mississippi, 1978, 158 pp.

SUBJECTS Recruitment; organizing; community profile

ANNOTATION This manual provides useful information on the recruitment aspect of economic development and is written in a very practical, readable style. While the focus is narrowly placed on attracting industrial plants to a Mississippi community, other communities in other states pursuing this strategy would find the format and examples very clear. Chapters discuss frequent errors in development efforts; determining needs and goals; dealing with individuals who are resistant to change; securing good industrial sites; and the importance of community development, community appearance, and handling industrial prospects, among other headings. The appendices are all Mississippi-oriented and provide sample community data formats.

SOURCE University Press of Mississippi, 3825 Ridgewood Road, Jackson, MS 39211. $5.00.

RETENTION/EXPANSION

DOC. NO. 24

RETENTION AND EXPANSION BUSINESS VISITS: A GUIDE FOR AN EFFECTIVE ECONOMIC DEVELOPMENT PROGRAM
Morse, George W.; Rohrer, John D.; Crawford, Sam J.
Bulletin 728. Columbus: Ohio State University Cooperative Extension Service, 1985, 52 pp.

SUBJECTS

Retention/expansion; small business development

ANNOTATION

This publication is designed for local leaders interested in developing a business visitation component of a retention and expansion strategy. The visitation program relies heavily on volunteers. It is designed not only to help specific firms but to help local leaders better understand their local economy. Information includes:

- Goals of business visitation programs
- Initial organizational steps
- Sample agendas for orientation meetings
- The use of news releases and success stories
- Early warning systems for plant closures or reductions
- Sample business questionnaire
- The use of teleconferencing videotapes
- Suggestions on finding, adpating, and using fact sheets
- Preparation and follow-up for firm visits including a sample letter of introduction
- Potential of visitation teams to improve firm efficiencies

Those requesting these publications from the Ohio Cooperative Extension Service may also wish to request current fact sheets on education programs and services.

SOURCE

Ohio Cooperative Extension Service, Ohio State University, 2120 Fyffe Road, Columbus, OH 43210. $5.00.

DOC. NO. 125 CREATING JOBS THROUGH RETENTION, EXPANSION, AND CREATION OF LOCAL FIRMS.
Crawford, Sam; Schnabel, Rudy; John, Bruce; Nelson, Jim. Manpower Programs in Extension. Lexington: University of Kentucky Cooperative Extension Service, 1981, 33 pp.

SUBJECTS Organizing; retention/expansion; new enterprise development; small business development

ANNOTATION This publication was prepared to assist nonmetro areas in the creation of broadly focused economic development programs designed to achieve diversity from within a community, its existing businesses, and its people. The three-part strategy includes (1) shifting the focus of a local development organization to local firms and potential entrepreneurs; (2) allocating local resources to help nonmanufacturing firms; and (3) training in retention/expansion and new enterprise development strategies. Appendices show a sample local firm questionnaire and an extensive bibliography on small business development aids.

SOURCE Paul Warner, 208 Skovell Hall, University of Kentucky, Lexington, KY 40546. Free.

DOC. NO. 100 EXISTING INDUSTRY: KEY TO SUCCESS IN INDUSTRIAL DEVELOPMENT.
Lee, Wilson, V.; Hawthorne, John.
Circular CRD-22. Auburn University, AL: Alabama Cooperative Extension Service, 1983, 8 pp.

SUBJECTS Retention/expansion

ANNOTATION This pamphlet was developed to recommend community programs that can foster better relations with existing firms and businesses. Involvement strategies address recognition and communication, education and training, infrastructure, financing, governmental regulations, and technical services. Several factors to consider before initiating an existing industry program are discussed. A reallocation of resources by development organizations in favor of existing industry programs is particularly recommended for areas that have an existing industrial base.

SOURCE Alabama Cooperative Extension Service, Auburn University, Auburn University, AL 36849. Free.

DOC. NO. 9

EXISTING AND NEW BUSINESSES AS ECONOMIC DEVELOPMENT TARGETS.
Coppedge, Robert O.
NMSU Guides and Circulars 400 X-15. Las Cruces: New Mexico State University Cooperative Extension Service, 1984, 6 pp.

SUBJECTS

Retention/expansion; new enterprise development; community evaluation

ANNOTATION

This short publication is designed to encourage local officials to focus their economic development activities on existing businesses and new business startups. Reasons for beginning efforts with existing firms are presented and variables that can improve local conditions are listed. A community inventory is recommended as a way of determining local firms' needs and attitudes and a sample business/merchant survey with cover letter are included. Examples of resultant activities are discussed, as well as tips for working to establish new firms.

SOURCE

Robert O. Coppedge, NMSU Extension Service, 9301 Indian School Road, N.E., Suite 101, Albuquerque, NM 87112. Free.

DOC. NO. 25

RETENTION AND EXPANSION OF EXISTING BUSINESSES.
North Central Regional Center for Rural Development, Iowa State University.
Rural Development News (10 December 1985):1-9.

SUBJECTS

Retention/expansion; small business development

ANNOTATION

Local officials and community leaders considering business visitation programs will find this publication useful. Half of this issue is devoted to reporting on three presentations given at a 1985 conference on community economic development. Retention and expansion of existing businesses is the focus. The first presentation reports on benefits and costs of local business visitation programs and ways these programs could influence firms' efficiencies. The second presentation discusses eight specific tips on starting local visitation teams. The third presentation presents results of a survey of state retention and expansion programs.

SOURCE

Rural Development News, North Central Regional Center for Rural Development, 578 Heady Hall, Iowa State University, Ames, IA 50011. Free.

DOC. NO. 172 COPING WITH THE LOSS OF A MAJOR EMPLOYER. A HOW-TO MANUAL.
McManis Associates, Inc.
Washington, D.C.: U.S. Department of Commerce, Economic Development Administration, n.d., 40 pp.

SUBJECTS Community evaluation; financing; retention/expansion; infrastructure development; new enterprise development

ANNOTATION This manual offers a four-step process community leaders and government officials can use for developing and executing a strategy to adjust to a major employer's unexpected announcement to close or severely reduce operations in a local facility. The steps address organization, analyzing the cause of dislocation and adjustment options, developing a strategy to undertake the selected options, and executing the strategy. One appendix reviews financing tools, infrastructure development tools, and technical support services to consider in the strategy. Other appendices include a bibliography on survey techniques as well as secondary data sources.

SOURCE U.S. Department of Commerce, Economic Development Administration, Main Commerce Building, Washington, DC 20230. Free.

DOC. NO. 203 BUYOUT: A GUIDE FOR WORKERS FACING PLANT CLOSINGS.
Sacramento, CA: Department of Economic and Business Development, 1983, 80 pp.

SUBJECTS Retention/expansion

ANNOTATION This booklet can be used to help determine the feasibility of avoiding plant closures and preserving long-term jobs. It describes employee ownership as a response to plant closings in situations where plants to be closed are not unprofitable. The first part of the booklet is an introduction to employee ownership that includes examples, approaches, and a description of the union role in an employee-owned company. The second part is a guide to investigating employee ownership including factors for success and the steps in preparing a feasibility study. Numerous checklists are included. Appendices include technical assistance references, additional guides on employee ownership, a list of films on plant closures and worker ownership, and suggestions on how to organize a buyout committee.

SOURCE Department of Economic and Business Development, Office of Local Development, 1121 L Street, Suite 600, Sacramento, CA 95814. Free.

DOC. NO. 186

SHUTDOWN: A GUIDE FOR COMMUNITIES FACING PLANT CLOSINGS
Mazza, Jacqueline; Mayer, Virginia; Chione, Mary, et al.
Washington, D.C.: Northeast-Midwest Institute, 1982, 65 pp.

SUBJECTS

Retention/expansion; recruitment; new enterprise development

ANNOTATION

This publication is a reference guide for community decisionmakers concerned with the loss of a major local employer. Four stages of the closing process are defined and several ideas and strategies are suggested for dealing with each stage. For example, short-term strategies discussed for averting a closing include retaining the existing plant, retraining for a new product, finding a new owner, employee ownership, and retaining public facilities. Mid-term strategies discussed include attracting new business, expanding existing businesses, and encouraging entrepreneurship. Most of the examples given are not from small communities but they nevertheless give helpful suggestions. This report includes a bibliography of self-help guides and sources of these materials.

SOURCE

Northeast-Midwest Institute, Publications Office, P.O. Box 37209, Washington, DC 20013. $8.00.

DOC. NO. 264

PLANT CLOSINGS AND LAYOFFS: PROBLEMS FACING URBAN AND RURAL COMMUNITIES
Langerman, Philip; Byerly, Richard; and Root, Kenneth
Des Moines, IA: Drake University, 1982, 143 pp.

SUBJECTS

Education/training; retention/expansion

ANNOTATION

This publication reports on a special study by Drake University of the "lessons to be learned" from the closing of two major plants in Des Moines, Iowa, in 1981. The experiences of displaced workers and community responses were carefully surveyed; a number of strategies are suggested for other communities to follow should they face similar crises. Chapters discuss early warning signs of plant closure; options for companies, either in lieu of plant closure or to assist dislocated workers; and recommendations for organizing a community to deal with displaced workers and to develop a retraining program. There is also a bibliography on plant shutdowns.

SOURCE

Dr. Philip Langerman, Executive Dean, Milwaukee Area Tech, 1015 N. 6th Street, Milwaukee, WI 53203. Free, but copies limited. Or, for a $20.00 service charge, write to Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 47 ECONOMIC DEVELOPMENT THROUGH EXPORTS: A GUIDE TO LOCAL ACTION.
Sampson, Stephanie, editor.
Washington, D.C.: National Council for Urban Economic Development, 1982, 200 pp.

SUBJECTS Retention/expansion

ANNOTATION This is an in-depth manual on how economic development practitioners can assess the export potential of their business community and design programs to make exporting part of a business retention and expansion strategy. Most of the material has an urban focus but any experienced regional development group could find the manual useful. Section one outlines the exporting process. Section two explains how to collect the necessary local export information. Section three discusses export program options: coordination, outreach, financial assistance, technical assistance, and infrastructure development. Section four contains four case studies of local export development programs. Appendices address federal, state, private, and quasi-public programs in export development.

SOURCE National Council for Urban Economic Development, 1730 K Street, N.W., Suite 1009, Washington, DC 20006. $5.50.

DOC. NO. 83 BASIC REQUIREMENTS FOR ESTABLISHING EXPORT TRADING COMPANIES.
Washington, D.C.: Foreign Agricultural Service, 1982, 24 pp.

SUBJECTS Retention/expansion; new enterprise development

ANNOTATION This report discusses export trading company legislation and the broad range of services to such companies that are available from the Foreign Agricultural Service of USDA. Functions of an export trading company and appropriate models to establish such companies are reviewed. The needs of exporters and the service elements of export trading companies to meet those needs are also discussed. References are provided on USDA assistance, export specialists, state departments of agriculture, and state export agencies.

SOURCE U.S. Department of Agriculture, Foreign Agricultural Service, Commodity and Marketing Programs, 14th Street and Independence Ave., S.W., Washington, DC 20250. Free.

SMALL BUSINESS DEVELOPMENT

DOC. NO. 181 NEW ROLE FOR SMALL CITIES IN ECONOMIC DEVELOPMENT.
Luke, Jeff S.
Municipal Management (Winter 1984):56-61.

SUBJECTS Small business development; import substitution; retention/expansion

ANNOTATION This article addresses the shifting roles of local government in influencing the local economy. The article emphasizes that local economic growth is becoming increasingly dependent on the development of small business and on international markets. It points out that traditional industrial development strategies, such as offering tax deductions and other financial incentives, have little impact on attracting industries to smaller communities. Instead, small business development strategies should focus on improving the quality of life through improved services to targeted areas, thereby reducing insurance rates; providing reductions in utility fees; creating a small business ombudsman position; establishing a Small Business Development Center; and providing incubators, for example. Some innovative direct intervention strategies are also proposed.

SOURCE Library, or for a $3.50 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 92

MANAGING SMALL BUSINESS FOR SUCCESS: A PENNSYLVANIA EXTENSION PROGRAM SUCCESS STORY.
Grippo, James J.; Beierlein, James G.
Unpublished; Given at the Northeast Economic Development Conference, Amherst, MA, May 1985, 8 pp.

SUBJECTS

Small business development; retention/expansion; education/training

ANNOTATION

This paper provides a concise argument for Cooperative Extension staff to undertake programs in small business management for agribusinesses and rural nonfarm businesses. The paper describes a six-part, 18-hour program given by Extension staff in Pennsylvania to current owners or anyone contemplating starting up a small business. The program is built around the development of a detailed, comprehensive business plan; each section of instruction covers a different part of the document. In delivering the program, major use is made of local professionals. The program has been very well received but its success rests heavily on the activity of local professionals and state specialists to meet local community needs.

SOURCE

Northeast Regional Center for Rural Development, Pennsylvania State University, University Park, PA 16802. Free.

DOC. NO. 275

HELPING SMALL BUSINESS THROUGH CHAMBERS OF COMMERCE
Elmer, Ivan C.
Washington, DC: U.S. Chamber of Commerce, 1986, 98 pp.

SUBJECTS

Small business development; new enterprise development; retention/expansion.

ANNOTATION

This handbook would be very useful to local leaders involved in chambers of commerce, as it gives a good inventory of development programs for small businesses that have been offered by chambers. The inventory is based on a recent national survey in which over 600 chambers participated. Examples are given of courses and seminars, workshops, mini-workshops, individual counseling, group self-counseling, business card exchanges, trade fairs/shows, buyers guides, member discount programs, small business weeks, enterprenuership forums, local resource guides, incubators/new business centers, equity capital programs, public equity/lending programs, and small business surveys. A listing of national and state chamber offices is also given.

SOURCE

Office of Chamber of Commerce Relations, U.S. Chamber of Commerce, 1615 H Street, N.W., Washington, DC 20062. $10.00.

DOC. NO. 195 THE STATES AND SMALL BUSINESSES: PROGRAMS AND ACTIVITIES. Washington, D.C.: U.S. Small Business Administration, 1986, 250 pp.

SUBJECTS Small business development

ANNOTATION This directory details financing mechanisms, procurement assistance, high technology strategies, minority business programs, and major sources of other information and assistance for small businesses in each state. Contacts are listed for every program. Governor's advisory councils, legislative committees, legislation, and regional conferences for small business in each state are also listed.

SOURCE Office of the Chief Counsel for Advocacy, U.S. Small Business Administration, 1441 L Street, N.W., Washington, DC 20416. Free.

DOC. NO. 164 CHECKLIST FOR GOING INTO BUSINESS. Management Aids Number 2.016. Washington, D.C.: U.S. Small Business Administration, 1985, 7 pp.

SUBJECTS Small business development

ANNOTATION This pamphlet provides a set of simple questions and worksheets designed to guide the reader to a better understanding of the problems of owning and managing a business.

SOURCE Copies of this aid and other publications are available from SBA for a small processing fee. Order Forms Nos. 115A and 115B can be obtained from SBA, P.O. Box 15434, Fort Worth, TX 76119.

DOC. NO. 86 BUSINESS DEVELOPMENT PAMPHLETS.
Washington, D.C.: U.S. Small Business Administration, n.d., set of materials.

SUBJECTS Small business development; new enterprise development; home business; downtown revitalization; retention/expansion; education/training

ANNOTATION The U.S. Small Business Administration (SBA) offers inexpensive pamphlets and booklets on financial management and analysis, business planning, general management and administration, marketing, and personnel. They offer 24 bibliographies covering a wide range of topics, many of interest to the types of small business owners frequently associated with small communities, e.g., handicrafts, home-based businesses, selling by mail order, recordkeeping in small stores, and others. The SBA also offers a "starting out" series of pamphlets that offer advice and assistance for 31 different types of new businesses.

SOURCE U.S. Small Business Administration, P.O. Box 30, Denver, CO 80201-0030. Free.

DOC. NO. 55 FUNDAMENTALS OF BUSINESS.
Fisher, Dennis U.; Jones, Sue H.
Mississippi State, MS: Southern Rural Development Center, 1985, 300+ pp.

SUBJECTS Downtown revitalization; retention/expansion; small business development; organizing

ANNOTATION This looseleaf notebook is a very recent and complete set of management training materials developed specifically to assist businesses in small towns. The materials are presented in 12 sections of text plus 140 slides. Sections discuss: forecasting profit and cash flow, customer relations, time and office management, visual merchandising, personnel management, computer use in business, financing, market analysis, trade area analysis, consumer opinion surveys, developing a business plan, and additional resources.

SOURCE Southern Rural Development Center, Box 5406, Mississippi State University, Mississippi State, MS 39762. $40.00.

DOC. NO. 252 ACHIEVING SUCCESS IN SMALL BUSINESS
White Bear Lake, MN: Minnesota Curriculum Services Center, n.d., 500 pp.

SUBJECTS Downtown revitalization; new enterprise development; retention/expansion; small business development

ANNOTATION This looseleaf notebook is an instructional manual with accompanying audio tapes. Twelve modules are presented, covering such topics as estimating business potention, determining capital needs, developing sales promotion, improving profits through effective management, improving employee selection training and supervision, merchandising, and others. The instructional program is designed to be completed in 24 weeks (two modules per month). The notebook has extensive examples and inserts of useful articles for small business managers.

SOURCE Minnesota Curriculum Services Center, 3554 White Bear Avenue, White Bear Lake, MN 55110. $18.00.

DOC NO. 153 BUSINESS PLANNING GUIDE.
Roberts, Dottie.
Tallahassee: Florida State University, Florida Economic Development Center, 1984, 101 pp.

SUBJECTS Small business development; financing; home business; new enterprise development

ANNOTATION This manual was developed to assist Florida businesspersons prepare good proposals for their business ideas, but the format and discussions are appropriate for an entrepreneur in any state. The manual explains in clear and simple terms all of the descriptive and financial information and data needed for a well-documented business plan. For each item, an example is given followed by a sample worksheet. Items include: business description, market and competition analysis, marketing plan, management plan, balance sheets, pro forma income and cash flow statements, and break-even analysis. Appendices include a glossary and a bibliography on small business planning and management.

SOURCE Florida Economic Development Center, 325 College of Business, Florida State University, Tallahassee, FL 32306-1007. $7.50.

DOC. NO. 152 SO YOU WANT TO BE YOUR OWN BOSS: WOMEN'S GUIDE TO OPENING A SMALL BUSINESS.
Milby, Susan.
Tallahassee: Florida State University, Florida Economic Development Center, n.d., 88 pp.

SUBJECTS New enterprise development; small business development; retention/expansion

ANNOTATION This is a clearly written, informative guide to assist men or women who are thinking of starting their own business or who are currently struggling as small business owners. It offers guidance and forces some realistic, broad-based thinking about the feasibility of new ventures. An attempt is made to address some special concerns and problems that women face in starting a new business. Topics include establishing credit, financing, accounting, marketing, advertising, creating a business plan, taxes, workers compensation, unemployment compensation, franchising, and fundamentals on preparing six types of financial statements. A number of resources and network groups of particular value to women are listed. Much of the material is valid for readers in any state.

SOURCE Florida Economic Development Center, 325 College of Business, Florida State University, Tallahassee, FL 32306-1007. $7.50.

DOC. NO. 254

BUSINESS MANAGEMENT TRAINING FOR RURAL WOMEN
Grebner, Marythea
Washington, DC: Women's Educational Equity Act Publishing Center, 1981, 165 pp.

SUBJECTS

Financing; home business; retention/expansion; small business development; new enterprise development; tourism

ANNOTATION

This is a handbook written for rural women who are currently owners, managers, and bookkeepers for small farms, ranches, orchards, and businesses. The book is designed to assist these women become better managers, by providing some training and pointing the way to outside resources that can be utilized. Chapters 1-8 present basic principles on financial planning, credit and financing, record keeping, business regulations, personnel, taxes, estate planning, and property management in clear text. Several useful appendices are provided--for example, a checklist for will planning, advantages and disadvantages of three forms of business organization, a tax calendar checklist, area IRS numbers, federal enforcement agencies for the equal credit opportunity act, and suggested formats for workshops on business management training.

SOURCE

Women's Educational Equity Act - Publishing Center, Educational Development Center, 55 Chapel Street, Newton, MA 02160. $4.00.

DOC. NO. 156

A GUIDE TO THE POSSIBILITIES AND PITFALLS OF STARTING A BUSINESS AS A LOW INCOME PARENT.
Anderson, Carol; Lehman, Karen.
Minneapolis, MN: Hubert H. Humphrey Institute, 1984, 20 pp.

SUBJECTS

Small business development; new enterprise development; home business

ANNOTATION

This pamphlet was designed for women currently receiving Aid for Dependent Children (AFDC) who have a skill or interest that they want to turn into a full-time or part-time job. Sections include information about welfare regulations and business finance and operation. Appendices discuss business expenses, with worksheets.

SOURCE

HHH Institute of Public Affairs, University of Minnesota, 909 Social Science Building, Minneapolis, MN 55455. Free.

DOC. NO. 200 THE BUSINESS OF SMALL BUSINESS, SERVICE BUSINESS, AND A PROFESSIONAL PRACTICE.
St. Paul, MN: Women's Economic Development Corporation, 1985, 3 workbooks: approximately 80 pp. each.

SUBJECTS Home business; new enterprise development; small business development

ANNOTATION These three workbooks are designed for those contemplating starting a business as well as those already in business. The workbooks in this set are very similar, but each uses different examples to convey differences between homebased businesses, service businesses, and professional practices. The format of each workbook is designed to walk the reader through all the steps of preparing a complete business plan. Sections include: assessing yourself and your skills; assessing the market and developing a promotion, advertising, and sales plan; organizing record keeping and accounting; and managing the business.

SOURCE WEDCO, 1885 University Avenue, West, Suite 396, St. Paul, MN 55104. $14.00 each.

DOC. NO. 238 HOMEMADE MONEY: THE DEFINITIVE GUIDE TO SUCCESS IN A HOME BUSINESS
Brabec, Barbara
White Hall, VA: Betterway Publications, 1984, 272 pp.

SUBJECTS Home businesses; new enterprise development; small business development

ANNOTATION This book is designed to assist home-based business persons--those already in business and those planning to start. Chapters discuss assessing one's situation, selecting the right business, laying the foundations for a profitable business, planning the business, pricing for profit, direct selling to consumers, wholesaling, direct response advertising, publicity, diversifying, and maintaining control. The book has a special business section, an "A to Z crash course" in business basics. There is a resource directory section with over 400 annotations on books; a publishers list; and listings of resources, organizations, other information providers, marketing connections, and suppliers. The book is easy to read and very complete.

SOURCE Betterway Publications, Inc., White Hall, VA 22987. $12.95.

DOC. NO. 245 — WOMEN WORKING HOME: THE HOMEBASED BUSINESS GUIDE AND DIRECTORY, 2nd ED.
Behr, Marion; Lazar, Wendy
Edison, NJ: Women Working Home, Inc., 1983, 287 pp.

SUBJECTS — Home businesses; small business development; new enterprise development

ANNOTATION — This manual is specifically geared to the homebased entrepreneur--those who are just starting out as well as those who already have successful businesses and want to expand. About 2/3 of the book presents specific advice from individual authors on a comprehensive list of business topics: planning, organizing, managing, marketing and promotion, and financing, for example. The last 1/3 of the book includes entrepreneurial profiles of 11 successful homebased businesswomen, an idea list, a bibliography, and both a state and a product/service directory.

SOURCE — WWH Press, 41 Hampton Road, Scarsdale, NY 10583. $12.95.

DOC. NO. 230 — SMALL TIME OPERATOR: HOW TO START YOUR OWN SMALL BUSINESS, KEEP YOUR BOOKS, PAY YOUR TAXES, AND STAY OUT OF TROUBLE
Kamoroff, Bernard
Laytonville, CA: Bell Springs Publishing, 1986, 190 pp.

SUBJECTS — Home businesses; new enterprise development; small business development

ANNOTATION — This technical manual and step-by-step guide to starting and operating a small business is clearly written and conversational in tone. Sections address getting started (e.g., the market, location, financing, legal technicalities, insurance); bookkeeping (e.g., bank accounts, ledgers, profit and loss analysis, inventory control); expansion (e.g., hiring help, payroll ledgers, incorporating); and taxes. A complete set of ledgers especially designed for small businesses is included.

SOURCE — Bell Springs Publishing, P.O. Box 640, Laytonville, CA 95454. $9.95.

DOC. NO. 242 STARTING A HOME-BASED BUSINESS
Rice, Frederick H.
Winooski, VT.: University of Vermont, Small Business Development Center, 1985, 42 pp.

SUBJECTS Home businesses; new enterprise development; small business development

ANNOTATION This booklet is a good, straightforward listing of items that one should consider before starting their own business and deals primarily with businesses that can be started in the home. Chapters are short and concise. The booklet covers such topics as selecting the right business, developing a business plan, financing, getting organized, bookkeeping, taxes, marketing tips, and the psychology of success. One chapter gives ideas on over 200 businesses that can be started in one's home. Numerous sources of assistance are listed. Seven brief case histories are also presented.

SOURCE Small Business Development Center, University of Vermont Extension Service, 44 Laurette Drive, Winooski, VT 05404. $4.00.

DOC. NO. 56 HOME ENTERPRISE IN MINNESOTA: MINNESOTA'S ROLE IN THE GROWTH AND DEVELOPMENT OF HOME BASED AND COTTAGE INDUSTRIES.
Greenwald, Martha; Schmidt, Susan.
Minneapolis: The Minnesota Project, 1984, 38 pp.

SUBJECTS Home business; new enterprise development; small business development; financing

ANNOTATION This report is the result of a study on the needs of home-based and cottage businesses undertaken in Minnesota in order to identify possible solutions for the state to pursue in supporting these businesses. The report contains a profile of home enterprises and their needs in terms of marketing, financing, equity in wages and benefits, and regulatory obstacles. A sample of the home-based business survey is included as an appendix. Recommendations are directed to ways state actions could foster development of these businesses through policy or administrative change, greater support to specific programs, or implementation of new programs. The report would be very useful for an economic development specialist concerned with development of home-based or cottage businesses in a rural area.

SOURCE The Minnesota Project, 2222 Elm Street, S.E., Minneapolis, MN 55414. $5.00.

DOC. NO. 243 SMALL BUSINESS: A SPECIAL REPORT
Wall Street Journal, 19 May 1986, Section 4.

SUBJECTS Financing; home businesses; new enterprise development; small business development

ANNOTATION This special supplement presents an interesting array of ideas on small business opportunities, management, and finance, among other subjects. There are many short case studies offering tips from successful entrepreneurs, many of them in nonmetropolitan areas. Suggestions are given for identifying the right opportunity, raising venture capital, operating in a franchise, overcoming the obstacles of a rural setting, succeeding as a woman in a nontraditional field, dealing with insurance costs, recruiting experienced workers, and creating the right kind of management structure early on. Other articles discuss managing growth, coping with the information glut, and going public with a business.

SOURCE Library, or for a $5.00 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 272 MANAGING SMALL RESORTS FOR PROFIT
Ballman, Gary; Simonson, Larry
St. Paul, MN: University of Minnesota - Agricultural Extension Service, 1985, 143 pp.

SUBJECTS Tourism

ANNOTATION This looseleaf notebook publication is a manual centered around suggested improvements for marketing and financial management for small resorts. While written for the Minnesota tourism industry, most of the material would be useful for any small resort manager. Local officials or development specialists in rural areas that depend on tourism would find the material very pertinent to business expansion and retention strategies. The section on marketing presents a marketing planning process (including several worksheets) and covers tourism brochures, advertising, developing a positioning strategy, and package tours. The financial management section presents useful ways of organizing financial records, techniques of financial analysis that would aid management decisions, and pricing strategies. A final section is designed for those considering first-time purchase of a small resort.

SOURCE Larry Simonson, Extension Specialist-Tourism, North Central Exp. Station, Grand Rapids, MI 55744. $12.00 plus postage.

DOC. NO. 283 GETTING STARTED IN THE RECREATION AND TOURISM BUSINESS
University of Tennessee, Agriculture Extension Service, Knoxville, TN: University of Tennessee, 4 pp.

SUBJECTS Tourism; new enterprise development

ANNOTATION This brief publication outlines some things that should be considered before beginning any outdoor recreation or tourism business. It would be a useful reference for an economic development specialist providing guidance on new enterprise development to potential owner/managers. A list of "ingredients for success" in the recreation and tourism business is offered.

SOURCE University of Tennessee-Knoxville, Cumberland Avenue, Knoxville, TN 37996. Free.

DOC. NO. 281 TOURIST TRAVEL NOTES
Ballman, Gary; Simonson, Larry
St. Paul, MN: University of Minnesota, Agricultural Extension Service, 1985, 8 pp.

SUBJECTS Tourism; small business development

ANNOTATION This periodical is written for the Minnesota tourism industry, but many articles suggest ideas, development strategies, and technical assistance approaches that could be valuable in any rural area hoping to expand its tourism potential. Sample subjects from articles in two issues include cross-selling the resources of a region; using earth-sheltered rentals to lower winter utility costs and maintenance problems; offering a brochure critique service; and initiation of a tourism management and development center.

SOURCE Larry Simonson, Extension Specialist-Tourism, North Central Experiment Station, Grand Rapids, MI 55744. Free.

NEW ENTERPRISE DEVELOPMENT

DOC. NO. 278 — BROADENING THE BASE OF ECONOMIC DEVELOPMENT: NEW APPROACHES FOR RURAL DEVELOPMENT
Chapel Hill, NC: MDC, Inc., 1986, 155 pp.

SUBJECTS — Organizing; small business development; new enterprise development

ANNOTATION — This recent study provides an in-depth look at the alternatives to industrial recruitment. The recommendations are drawn from detailed case studies of over 20 development organizations, primarily in the South; a profile of each case study is also included in the appendix. Suggestions are offered on the general planning and organizing process, the variety of programs in business assistance that can be started, and successful examples of local development organizations acting as "public entrepreneurs." Examples are given of how local organizations can utilize untapped rural resources and local markets, including markets offered by existing businesses and by the need for human services. A section on assisting locally-owned enterprises addresses seven types of businesses that have different needs: existing industry, troubled industry, traditional small business start-ups and expansions, minority-owned business, micro-business (self-employed individuals or businesses of less than 5 employees), worker-owned business, and cooperatives. Examples of programs designed for each type of business are offered. A final section discusses key roles states can play in assisting rural economic development objectives.

SOURCE — MDC, Inc., 1717 Legion Rd., P.O. Box 2226, Chapel Hill, NC 27514. $10.00.

DOC. NO. 270 STRATEGIES FOR COMMUNITY DEVELOPMENT THROUGH NATURAL RESOURCE USE IN NORTHERN NEW YORK
Ratner, Shanna; Ide, Peter
Ithaca, NY: Cornell University, 1985, 38 pp.

SUBJECTS Financing; import substitution; new enterprise development; retention/expansion; small business development; economic analysis

ANNOTATION This is a very informative report for rural development specialists because it provides an overview of many projects and concepts tested in rural communities across the country. The analytical framework for the overview places the initiatives into three general approaches, then illustrates each approach using several specific initiatives. The first approach, the "basic needs approach," is based primarily on import substitution as a strategy.

The second approach, termed the small business development approach, is concerned with creating and supporting resource-based, locally owned businesses that add value to local natural resources. Specific examples include waste recycling facilities; adding value to an underutilized natural resource; introducing new crops; organizing producer cooperatives and community cooperatives; and private enterprise development. Several examples are also given of alternatives investment strategies for this approach--lending, taking equity in new firms, and starting subsidiary enterprises.

The third approach, termed "sectoral intervention," is a process by which an organization with specialized knowledge of a particular industry or economic sector undertakes a targeted program. An example is an export trading company to support specific types of businesses.

Names, addresses, and many key contacts are provided for 26 organizations involved in natural resource-based community economic development programs.

SOURCE Department of Agricultural Economics, Cornell University Agricultural Experiment Station, New York State College of Agriculture and Life Sciences, Cornell University, Ithaca, NY 14853. Free while copies last. Or for a $10.00 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 210 COMMUNITY ECONOMIC DEVELOPMENT STRATEGIES: CREATING SUCCESSFUL BUSINESSES.
Berkeley, CA: National Economic Development and Law Center, 1983, 3 vols: 156 pp., 121 pp., 98 pp.

SUBJECTS New enterprise development; small business development

ANNOTATION The three volumes in this set address three phases of creating a successful business through a community-based economic development organization: the Introduction Phase, the Development Phase, and the Implementation Phase. During the Introduction Phase, the organization begins the venture development process, developing venture selection criteria, and identifying ventures with strong potential. Also during this phase, the organization must examine its current organizational structure, policies, goals, and management and fiscal systems to determine if they are structured to support a community economic development approach. During the Development Phase, the organization conducts full-scale feasibility studies on two or three ventures selected in Phase I, and explores legal issues surrounding venture development by nonprofits. During the Implementation Phase, the organization prepares a business plan for the venture, secures financing, puts a management plan in place, and completes all other activities necessary to start up and monitor the venture. The manuals have case study examples, checklists, and sample flow charts and work plans.

SOURCE National Economic Development and Law Center, 1950 Addison Street, Berkeley, CA 94704. $40.00.

DOC. NO. 104 LOCAL ECONOMIC DEVELOPMENT: A GUIDE TO PRACTICE
Malizia, Emil E.
New York, NY: Praeger Publishers, 1985, 244 pp.

SUBJECTS New enterprise development; organizing; program evaluation; financing

ANNOTATION This recent book was written to provide local officials and development specialists with a concise treatment of both the theoretical process of economic development and of the practical techniques needed to design and execute successful public-private partnerships and local development projects. The author emphasizes support of existing industries, support of innovation and entrepreneurship, and also public-private partnerships that utilize local talent, resources, and ideas. Chapters discuss a framework for understanding economic development; alternative planning modes for economic development groups; alternative strategies for a local development effort; financing local business strategies; and guidelines on planning, managing, and evaluating projects. Several case studies offer an introduction to financing joint economic development projects from private and public sources. A systematic discussion of the economic feasibility of proposed projects is given for real estate projects and business development projects. Appendices discuss 20 planning exercises, essays on regional economic growth and entrepreneurship; UDAG criteria; normal financial ratios for evaluating economic feasibilities of proposed projects; an overview of the components of a market study; and an extensive bibliography. The book was primarily written for professional developers and consultants.

SOURCE Praeger (Division of Holt, Rinehart, and Winston), 521 Fifth Avenue, New York, NY 10175. $35.95.

DOC. NO. 72 CAPTURING CASH TRANSFER PAYMENTS FOR ECONOMIC DEVELOPMENT
Summers, Genè F.; Hirschl, Thomas A.
Small Town 14 (November-December 1983):24-26.

SUBJECT Cash transfer; new enterprise development

ANNOTATION This is one of the few articles that specifically discusses the increasing importance of cash transfer payments as a source of personal income, and the implication of this personal income for local economic development. The primary sources of these payments, retirement and related programs, can make some rural communities strong markets for consumer goods and services demanded by retirees. Suggestions are given for capturing more of these dollars or using them to form sources of local capital funds.

SOURCE Library, or for a $5.00 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 251 DIVERSIFYING SMALL TOWN ECONOMIES WITH NONMANUFACTURING INDUSTRIES
Smith, Stephen M.
Rural Development Perspectives: 2 (October 1985): pp. 18-22.

SUBJECTS Economic analysis; import substitution; marketing; recruitment; small business development; retention/ expansion; community profile

ANNOTATION This article, based on a survey of service firms in nonmetropolitan Wisconsin, describes the role of service industries in the economic development plan for a small town or rural area. Strong reasons are given for trying to attract or expand service industries in these areas. Data are given on the export orientation of service-oriented businesses in nonmetro communities and also on the relative importance of traditional market factors. Several local development strategies are suggested: import substitution, encouraging more local purchases by existing businesses, and aiding the expansion of locally owned businesses that export.

SOURCE Library, or for a $5.00 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 192

HOMEGROWN INDUSTRIES, THE FORGOTTEN FACTOR.
Schnabel, Rudolph.
Industrial Development Series; Community Guide 10. Tucson: University of Arizona Cooperative Extension Service, n.d., 4 pp.

SUBJECTS

New enterprise development; small business development; home business; import substitution

ANNOTATION

This brief pamphlet highlights the main reasons for developing homegrown industries in place of recruiting for new industries. Advantages discussed include less leakage of dollars from the community, productive development of human and natural resources, development of local self-sufficiency, reduced expense and risk, development of local expertise, and encouragement of local creativity. Some disadvantages are also discussed, such as the difficulty in obtaining venture capital.

SOURCE

Cooperative Extension Service, University of Arizona, Tucson, AZ 85721. Free.

DOC. NO. 105

ENTERPRISE DEVELOPMENT IN SMALL CITIES: HOW 4 COMMUNITIES IMPLEMENTED CREATIVE SOLUTIONS.
Rooney, Diane.
Nation's Cities Weekly 9 (January 6, 1986):3-4.

SUBJECTS

Organizing; incubator

ANNOTATION

The experiences of four small cities in assorted local enterprise development projects is reported in this article. The four cities are Albany, Oregon; Morganton, North Carolina; Richfield, Minnesota; and Yankton, South Dakota. Strategies in these action plans include a venture capital club, an incubator project, an airport development, and reuse of a local college.

SOURCE

Library, or for a $5.00 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 225 CORPORATE INITIATIVES IN NEW BUSINESS DEVELOPMENT: FIVE CASE STUDIES
Sekera, June[illegible]
Washington, DC: Corporation for Enterprise Development, 1982, 57 pp.

SUBJECTS New enterprise development; small business development; import substitution

ANNOTATION This paper provides examples of ways in which private corporations can help form new businesses. The first section presents a framework for identifying and analyzing the opportunities, incentives, and vehicles for business assistance in new enterprise development. The second section presents five case studies of such corporate involvement. One interesting example that could be considered for duplicability in rural areas is a loaned executive program, whereby a large corporation "adopts" a community economic development corporation to help it develop management talent and business acumen. A second example is corporate initiative to help establish a new firm to supply needed inputs through creation of a guaranteed market and assistance in business development.

SOURCE The Corporation for Enterprise Development, 2420 K Street, N.W., Washington, DC 20037. Free.

DOC. NO. 207 ANNUAL PROGRESS REPORT 1984-1985.
Durant, OK: Rural Enterprises, Inc., 1985, 13 pp.

SUBJECTS New enterprise development; small business development; incubators

ANNOTATION Rural Enterprises, Inc. is a nonprofit industrial development corporation headquartered in Durant, Oklahoma. The primary mission of the corporation is to develop new private sector jobs in 25 counties in southeastern and south central Oklahoma. Initiated in 1980, this corporation's practical and innovative approach to creating new businesses has impact potential for rural development nationwide. The Annual Report chronicles the accomplishments of the corporation on a project-by-project basis. Sample projects in 1984 were: technological needs assessments of proposed new ventures; short-term and long-term financing; engineering consultation; development of marketing plans for new products, and a small business incubator.

SOURCE Rural Enterprises, Inc., 10 Waldron Drive, Durant, OK 74701. Free.

DOC. NO. 222 WORKING TOGETHER: SELF-RELIANCE IN CALIFORNIA COMMUNITIES
Sacramento, CA: Office of Appropriate Technology, 1981, 110 pp.

SUBJECTS Organizing; new enterprise development

ANNOTATION Much of this report discusses examples of community self-reliance that took place in cities and towns in California in the late 1970s. One section on promoting economic development gives an interesting and realistic review of several community-based economic development efforts: developing a regionally-based credit union, forming production cooperatives, developing a cooperative village, and starting a corporation that turns old newspapers into insulation. There is also a well-written section on fundamental rules for successfully organizing for community action. The report is written for those preparing to work for change toward greater self-reliance in their own community.

SOURCE Santa Cruz Alternatives, Energy Cooperative, 128 W. Pearl Alley, Santa Cruz, CA 95060. Free.

DOC. NO. 209 ORGANIZING PRODUCTION COOPERATIVES: A STRATEGY FOR COMMUNITY DEVELOPMENT.
Greenwood, William Alvarado; Haberfeld, Steven; Lee, Lloyd, et al.
Berkeley, CA: National Economic Development and Law Center, 1978, 220 pp.

SUBJECTS New enterprise development; small business development; retention/expansion

ANNOTATION This manual describes the basic structural and procedural features of a production cooperative, with emphasis on solving the major problems that must inevitably be negotiated and resolved in development of a cooperative. The first chapter includes a discussion of the distinctions between community development corporations and production cooperatives in community efforts toward economic self-determination. Other chapters include: the role of production cooperatives as an economic development tool, the development process, characteristics of successful cooperatives, organizing a feasible business, doing business as a cooperative, forming the legal entity, and a management system. Appendices include a checklist of planning questions and an annotated bibliography.

SOURCE National Economic Development and Law Center, 1950 Addison Street, Berkeley, CA 94704. $11.25.

DOC. NO. 201 SET OF MATERIALS ON COOPERATIVE BUSINESS IN THE USA
Washington, D.C.: National Cooperative Business Association, 1985, 12 pp.

SUBJECTS Retention/expansion

ANNOTATION The set of materials available from this association includes a booklet presenting an overview of the diversity of cooperative businesses in the United States, a publications list on cooperatives, and several pamphlets describing kinds of co-ops and their benefits.

SOURCE National Cooperative Business Association, 1401 New York Avenue, N.W., Washington, DC 20005. Free.

IV. TOOLS AND TECHNIQUES

The subsections under this topic are community evaluation, economic analysis, financing, financial management, incubators, downtown revitalization, and education and training.

Community Evaluation

The Small Town Strategy series referenced earlier in Section II, Overview and Planning, contains some good publications on community evaluation for economic development. Referenced in this section are several good materials as well. "Community Development in Vermont" suggests an evaluation process that would benefit any small community. Brief publications from the Cooperative Extension Service in Wisconsin and New Mexico are designed to determine a community's "preparedness" for a development program or evaluate such a program, respectively. There is a guide for compiling industrial building inventories from Colorado. There are also materials from Minnesota and Colorado to assist in community evaluation for tourism and interesting audiovisual material from the National Trust for Historic Preservation on preserving a region's historic and natural resources.

Economic Analysis

The community economic analysis manual from the North Central Center for Rural Development is a particularly useful publication because of its question/answer format. There are several other good publications that illustrate community analysis techniques, a simple form of target industry analysis, the evaluation of impacts from new development, and also program evaluation techniques.

Financing

This subsection has a variety of suggested materials that would aid leaders of community development organizations, rural development specialists, or local officials working with these organizations. Most of the sources explore alternative financial vehicles and resources. The manual by Judith Richards is an excellent and comprehensive source. The publication by the National Center for Policy Alternatives suggests several alternative models for new financial institutions that are community-oriented. The handbook from the Council for Northeast Economic Action gives good suggestions to further a bank/community-based organization relationship. The pamphlet on "do it yourself" community development encourages communities to look elsewhere than federal funds for development support. One possible

source of funding, community development credit unions, is explored in detail in the publication from the National Economic Development Law Project. Two publications explore in detail state roles in support of community economic development and small business financing. The last publication is an extensive directory of public and private assistance for small communities.

Financial Management

This subsection contains a selection of financial management training materials for local government officials to help small communities analyze their fiscal capacity, plan their infrastructure investment needs, budget their current resources, maximize revenues and minimize expenditures, finance public infrastructure improvements, and obtain their share of federal assistance. An annotated bibliography is also referenced for more detailed information on specific aspects of financial management training materials.

Incubators

The first two publications in this subsection address business incubator development in rural areas. Most of the other publications discuss business incubators from a national perspective, drawing on examples or data that are primarily urban or large community-oriented, but there are a few exceptions in nonmetropolitan areas that would be useful. The U.S. Small Business Administration is the source of the last four publications.

Downtown Revitalization

The National Main Street Center program is the source of several excellent materials on downtown revitalization including case study profiles, a training manual, a set of audiovisual instructional materials, and storefront guidelines. A detailed manual from the state of Ohio is also a very useful and comprehensive publication. Brief articles by Patrick Meehan and Judith Guenther place a slightly different perspective on the downtown revitalization process. A special issue of Small Towns focuses on design as an element of downtown revitalization. Publications on rehabilitation, pro-forma analysis, and preparing a historic preservation ordinance may have some dated information on tax consequences of historic preservation but have useful other information. The sources of these materials--the National Trust for Historic Preservation and the American Planning Association--would be the best sources for updated information on the implications of tax reform legislation on historic preservation.

Education and Training

The first few publications in this subsection deal with the topic of rural education. Stuart Rosenfeld's two papers suggest practical ways to link secondary education in rural areas to economic development and entrepreneurship. Successful employment and training programs as documented

by the Center for Public Affairs at Virginia Commonwealth University are presented next, followed by a recent report from the National Alliance of Business on the rural job training issues that must be addressed in order for programs to succeed. Model programs for employment and training for rural women and for older people are discussed in materials from the U.S. Department of Labor and the southern Growth Policies Board. Two publications from the National Alliance of Business recommend ways to promote closer coordination between employment and economic development activities including the use of the private industry council concept. The last publication from the North Carolina Extension Service is a useful overview of the long-range planning needed to address the issue of education as it relates to economic development in rural areas.

COMMUNITY EVALUATION

DOC. NO. 124

COMMUNITY DEVELOPMENT IN VERMONT.
Briekner-Wood, Larry, author; Esswein, Paul; McKearin, Mary, editors.
Montpelier: State of Vermont, 1986, 35 pp.

SUBJECTS

Community evaluation; downtown revitalization; small business development; historic preservation; infrastructure development; program evaluation

ANNOTATION

This manual was written to provide direction for Vermont's local officials, citizens, and business leaders in putting together an effective community development program that can take advantage of a variety of resources. A seven-step evaluation process program is recommended that includes problem formulation, setting goals and objectives, identifying alternatives, assessing alternatives, designing a strategy, implementation, and evaluation. Several community participation techniques are presented. Case study examples from Vermont focus on industrial development, downtown revitalization, historic preservation, and infrastructure development, among others. The manual stresses the importance of public/private partnership in solving such community problems. Two appendices provide resource and funding sources primarily in the State of Vermont. A third appendix includes checklists for community evaluation and evaluating alternatives.

SOURCE

State of Vermont, Development Agency, Pavilion Building, Montpelier, VT 05602. Free.

DOC. NO. 82

COMMUNITY ECONOMIC PREPAREDNESS INDEX: MEASURING COMMUNITY EFFORTS TO IMPROVE EMPLOYMENT AND INCOME.
Madison: University of Wisconsin-Madison, n.d., 4 pp.

SUBJECTS

Community evaluation

ANNOTATION

This brief pamphlet is designed to help citizens analyze and plan actions to improve their community's opportunity to increase employment and income. The index is a list of 20 questions for both objective and subjective evaluation of the "preparedness" of the community to go forward with an economic development effort.

SOURCE

University of Wisconsin-Extension, Agricultural Bulletin Bldg., 1535 Observatory Drive, Madison, WI 53706. $.20.

DOC. NO. 10 EVALUATION OF ECONOMIC DEVELOPMENT PROGRAMS.
Coppedge, Robert O.
NMSU Guides and Circulars 400 X-6. Las Cruces: New Mexico State University Cooperative Extension Service, 1978, 3 pp.

SUBJECTS Program evaluation; community evaluation

ANNOTATION This handout suggests a periodic constructive evaluation of a community's economic development program to reveal weak points or problems. A sample 34-question worksheet is provided for evaluating a community's economic development potential.

SOURCE Robert O. Coppedge, NMSU Extension Service, 9301 Indian School Road, N.E., Suite 101, Albuquerque, NM 87112. Free.

DOC. NO. 273 A GUIDE FOR COMPILING INDUSTRIAL BUILDING INVENTORIES
Garza, George; Russell, Randall.
Montrose, CO: Region 10 Economic Development District, 1986, 20 pp.

SUBJECTS Recruitment; community profile

ANNOTATION This concisely written guide is useful because it describes very simply and clearly how to put together detailed information about available buildings in an area. In general, the guide would be useful for community leaders in any state. Instructions on completing the building inventory forms and a sample four-page survey form are given. Suggestions are also given on how to organize the inventory process, how to avoid common problems, how to write a good cover letter, and how to distribute the inventory information.

SOURCE Region 10 Economic Development District, P.O. Drawer 849, Montrose, CO 81402. $2.50.

DOC. NO. 282

FOR BETTER TOURIST INCOME: KNOW YOUR COMMUNITY
Larsen, Dayton; Blank, Uel; Simonson, Larry
St. Paul, MN: University of Minnesota, Agricultural Extension Service, 1984, 8 pp.

SUBJECTS

Tourism; community evaluation; community profile

ANNOTATION

This publication discusses the importance of enhancing tourism in a community by a critical self-evaluation and analysis of the "hosting qualities" of the community. The article recommends a seven-step "Know Your Community" program that includes leadership, an inventory, enlisting volunteer help, conducting an education/training program for retail business managers, conducting regular hospitality seminars, and developing an ongoing program.

SOURCE

Roland H. Abraham, Director of Agricultural Extension Service, University of Minnesota, St. Paul, MN 55108. Free.

DOC. NO. 285

SO YOUR COMMUNITY WANTS TOURISM? GUIDELINES FOR DEVELOPING INCOME FROM TOURISM IN YOUR COMMUNITY
Blank, Uel; Simonson, Larry; Larsen, Dayton
St. Paul, MN: University of Minnesota, Agricultural Extension Service, 1978, 11 pp.

SUBJECTS

Tourism; small business development; community evaluation

ANNOTATION

This brochure was prepared for community leaders who are trying to increase the tourism potential of their community. It describes what a host community must understand and "deliver" to pleasure travelers or business travelers in order to generate community income. A number of travel generators--e.g., population, conferences, personal business, shopping, etc.--are described. The pros and cons of developing tourism are discussed. Suggestions are given on how to get a community organized, educated, and directed for a tourism program. The brochure was written for Minnesota communities, but most of the information would be useful anywhere.

SOURCE

Communications Resources/Distribution, 3 Coffey Hall, University of Minnesota, 1420 Eckles Avenue, St. Paul, MN 55108. $1.00.

DOC. NO. 274 DEVELOPING A TOURISM BROCHURE
Nelson, Layne Meredith
Montrose, CO: Region 10 Economic Development District, 1986, 15 pp.

SUBJECTS Tourism

ANNOTATION This publication is a straightforward set of recommendations on planning, sponsoring, producing, and distributing a tourism brochure for an area. Recommendations are brief but specific and cover such topics as format, size, layout, photos, paper, copy, the bidding process, selection of a printer, and solicitation of sponsors. Appendices include sample letters requesting bids and soliciting sponsorship, plus a sample contract for printing brochures.

SOURCE Region 10 Economic Development District, P.O. Drawer 849, Montrose, CO 81402. $2.50.

DOC. NO. 259 RURAL CONSERVATION: PRESERVATION IN A LIVING LANDSCAPE
Washington, DC: National Trust for Historic Preservation, 1986, audiovisual material.

SUBJECTS Community evaluation; historic preservation

ANNOTATION This audiovisual show explores the three most common threats to the historic resources of rural areas--demand for farmland by developers, population loss, and economic decline. The show demonstrates tools and techniques used successfully by communities to build protection of historic and natural resources into future plans.

SOURCE National Trust for Historic Preservation, Midwest Regional Office, 53 West Jackson Boulevard, Suite 1135, Chicago, IL 60605. $75.00 (purchase); $20.00 (rental).

DOC. NO. 286 TOURISM USA: GUIDELINES FOR TOURISM DEVELOPMENT
Hirner, Deirdre, et al., Columbia, MO: University of Missouri, 1986, 227 pp.

SUBJECTS Tourism

ANNOTATION This report gives a very detailed explanation on how to assess and develop the tourism potential of a community. Chapters address appraising tourism potential, planning for tourism, assessing product and market, marketing, visitor services, and sources of assistance. Sample questionnaires, checklists, surveys, and inventory forms are given. Appendices describe a tourism promotion organization structure with articles of incorporation, by-laws, tourism commission ordinance, accommodation tax ordinance, and state statute authorizing an accommodation tax.

SOURCE Attention: Tourism USA, United States Travel and Tourism Administration, U.S. Department of Commerce, Washington, DC 20230. $3.00, payable to DOC/USTTA/Tourism USA.

ECONOMIC ANALYSIS

DOC. NO. 38

COMMUNITY ECONOMIC ANALYSIS: A HOW-TO MANUAL.
Hustedde, Ron; Shaffer, Ron; Pulver, Glen.
Ames, IA: North Central Regional Center for Rural Development, 1984, 84 pp.

SUBJECTS

Recruitment; retention/expansion; economic analysis

ANNOTATION

This manual is intended to assist community leaders, development specialists, and extension service staff better understand the way a community's economy functions. Numerous economic analysis tools and techniques are explained simply and clearly, with reference to data sources. The use of these techniques is explained in relation to basic questions about a community's economic condition, the strengths and weaknesses of that economy, and the best development strategies to pursue given those strengths and weaknesses. The manual uses a question/answer format to guide the reader through an overview of community economic analysis. An appendix gives a hypothetical case example of the calculation and use of several techniques, for example, Reilly's Law, trade area capture, pull factor, location quotient, and shift-share analysis.

SOURCE

North Central Regional Center for Rural Development, Iowa State University, 216 East Hall, Ames, IA 50011. Free.

DOC. NO. 41

UNDERSTANDING YOUR LOCAL ECONOMY: ECONOMIC BASE ANALYSIS AND LOCAL DEVELOPMENT STRATEGIES.
Weber, Bruce A.; Smith, Stephen M.; Faas, Ronald C.; Smith, Gary W.
Corvallis, OR: Western Rural Development Center, 1986, 12 pp.

SUBJECTS

Recruitment; import substitution; retention/expansion

ANNOTATION

This manuscript has been designed for economic development practitioners who wish to learn more about their local economy using community analysis techniques. It explains the process of local employment and income generation, illustrates several techniques for estimating the local economic base, and suggests ways to use information on the community's economic structure to select the most appropriate economic development strategies. Methods discussed for estimating export employment in a community are the assignment method, minimum requirements method, and location quotient method. An example is given of determining the industrial composition of the export base and the industrial composition of specialization and trade for a county. Information on the export base can indicate dependence on particular export sectors. Information on export specialization and trade can suggest sectors where import substitution potential may exist.

SOURCE

Western Rural Development Center, Oregon State University, Corvallis, OR 97331. $2.00.

DOC. NO. 141

ECONOMIC MULTIPLIERS: CAN A RURAL COMMUNITY USE THEM?
Lewis, Eugene; Youmans, Russell; Goldman, George; Premer, Garnet.
Corvallis, OR: Western Rural Development Center, 1979, 4 pp.

SUBJECTS

Economic analysis; impact evaluation

ANNOTATION

This publication addresses the subject of multipliers, showing how they can be used correctly in specific situations applicable to rural regions or small local economies. A list of questions provides a basis for evaluating the accuracy and appropriateness of a multiplier in a given situation.

SOURCE

Western Rural Development Center, Oregon State University, Corvallis, OR 97331. $.25.

DOC. NO. 84

SET OF MATERIALS ON ECONOMIC BASE ANALYSIS.
Croll, John A.; Kuehn, John A.; Braschler, Curtis; Tharp, John.
Colombia: University of Missouri-Columbia, Department of Community Development, n.d., 40 pp.

SUBJECTS

Economic analysis

ANNOTATION

The Department of Community Development at the University of Missouri has produced several pamphlets and a preliminary workbook to assist local groups in nonmetropolitan areas understand economic base studies. The workbook, "Foundations of an Economic Base Study" consists of two sections, the first on the benefits of economic base studies and the second on guidelines for conducting such studies. Worksheets are provided to help: (a) determine the industries that provide basic employment and income in the study area, (b) determine the relative magnitude of the basic employment and income in the various industry groupings, and (c) generate data useful in economic development and community planning. Those requesting the workbook should also request DM3005 and 3006, "The Community Economic Base" and "Economic Base Multipliers and Community Growth," respectively.

SOURCE

John A. Croll, Assistant Professor, Department of Community Development, University of Missouri-Columbia, Columbia, MO 65211. Inquire with source as to cost.

DOC. NO. 189

MAKING SENSE OUT OF DOLLARS: ECONOMIC ANALYSIS FOR LOCAL GOVERNMENT.
Galambos, Eva C.; Schreiber, Arthur F.
Washington, D.C.: National League of Cities, 1978, 140 pp.

SUBJECTS

Financial management; economic analysis

ANNOTATION

This handbook presents in non-technical terms the basic economic concepts and analytical methods that have relevance to major local government issues. The methods contained include economic base analysis, employment shifts and shares analysis, local labor market analysis, revenue forecasting, cost-benefit analysis, cost-effectiveness analysis, cost-revenue analysis, and tax incidence analysis. The procedures required to use the methods are demonstrated on typical local government problems. Each chapter concludes with sections describing the difficulties involved in applying the method and the time, cost, and expertise required. Sample checklists and worksheets are included.

SOURCE

National League of Cities, 1301 Pennsylvania Avenue, N.W., Washington, DC 20004. $15.00.

DOC. NO. 261

SECTORAL OUTPUT MULTIPLIERS FOR RURAL COUNTIES
Mandelbaum, Thomas; Wood, Stephen; Weber, Bruce
Corvallis, OR: Oregon State University Extension Service, 1984, 11 pp.

SUBJECTS

Economic analysis

ANNOTATION

The multiplier is an economic tool that can assist in estimating impacts of changes in an economy (such as plant openings or closings) or to forecast associated changes in population, employment, business activity, or public service needs. This circular is designed both as an introduction to multipliers for the practitioner and as a guide for selecting the appropriate multiplier for a given application. There are four sections. The first explains what the different types of multipliers are and how they are estimated. The second section identifies two principal uses of multipliers. The third section gives examples of the size and variation in multipliers for different sectors in nine rural Oregon counties. The final section is a guide on the estimation of sectoral multipliers in situations where no analyses or models have been completed. The circular is based on input-output models and research conducted for Oregon counties; however, much of the discussion would be useful for planners or development specialists concerned with resource-based rural economies.

SOURCE

Bulletin Mailing Office, Oregon State University/Extension Service, Corvallis, OR 97331. Free.

DOC. NO. 123

POTENTIAL FOR RETAIL TRADES IN RURAL COMMUNITIES.
Simon, Jay; Braschler, Curtis; Kuehn, John A.; Croll, John.
Considerations for Community Decision Making 3035.
Columbia: University of Missouri-Columbia, Extension Division, 1981, 4 pp.

SUBJECTS

Economic analysis; retention/expansion

ANNOTATION

This report is of interest to economic development practitioners concerned with retail trade in nonmetropolitan communities. Probable market area ranges for '33 different retail firms are suggested and the median combined populations of rural areas having one, two, or three of each of these firms are also presented. Using these comparisons, users can explore the potential for new retail businesses to successfully enter the market area.

SOURCE

Extension Division, University of Missouri-Columbia, Columbia, MO 65211. Free.

DOC. NO. 276 A GUIDE FOR TARGETING INDUSTRIES IN YOUR COMMUNITY
Clark, Thomas L.
Montrose, CO: Region 10 Economic Development District, 1985, 96 pp.

SUBJECTS Recruitment; community profile; economic analysis; retention/expansion

ANNOTATION This very useful handbook was written as a step-by-step guide for communities interested in conducting their own targeted industry program. The process is not sophisticated. It is designed to be used by concerned community leaders with the help of some economic development staff. The handbook is in step-by-step format and contains options if some materials are not available. Chapters discuss getting started, organizing the research, organizing a council (to oversee the program), structuring and conducting meetings, making the final decision, and preparing and publicizing the final report. Appendices detail research and data needs, suggested sources of information, and questions to be addressed from these data by an industrial sectors committee, a labor committee, and a sites and resources committee.

SOURCE Region 10 Economic Development District, P.O. Drawer 849, Montrose, CO 81402. $5.00.

DOC. NO. 202 DETERMINING THE IMPACTS OF NEW INDUSTRY ON SMALL TOWNS IN TEXAS.
Texas A&M University, Department of Agricultural Economics.
Small Town 16 (September-October 1985): 22-25.

SUBJECTS Impact evaluation

ANNOTATION This article is an overview of the application of an impact model in a small community which had been proposed as the site of a major federal government installation. The computer model considered impacts in the private sector, municipal government, county government, and the school district. The private sector experienced the largest net gain while the school district and county government actually showed more costs than benefits.

SOURCE Library, or for a $5.00 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 12

AS YOUR COMMUNITY GROWS. . .SOME ECONOMIC CONSIDERATIONS. Gordon, John; Nelson, Glenn. Circular 467. Las Cruces: New Mexico State University Cooperative Extension Service, Reprint 1978, 14 pp.

SUBJECTS

Impact evaluation

ANNOTATION

This publication explains why different communities can have very different impacts from similar types of development. Simple explanations are given on how private sector impacts on employment, income, sales, and investment are generated through economic development. Public sector impacts that are discussed are revenue and expenditures. Three hypothetical community situations are evaluated for net gains or costs to both the public and private sectors. Examples used are a rural town with projected residential growth from development in a nearby city; capital intensive growth from a generating plant; and low capital growth from a manufacturing plant

SOURCE

Robert O. Coppedge, NMSU Extension Service, 9301 Indian School Road, N.E., Suite 101, Albuquerque, NM 87112. Free.

FINANCING

DOC. NO. 296 FUNDAMENTALS OF DEVELOPMENT FINANCE: A PRACTITIONER'S GUIDE.
Richards, Judith W.
New York, NY: Praeger Publishers, 1983, 224 pp.

SUBJECTS Financing; organizing

ANNOTATION This book is designed for public and private sector persons and is a very thorough review of all important aspects of development finance. The book addresses typical financing needs and problems of businesses at varous stages of their development and identifies common sources of capital, both public and private. It illustrates how to induce private financial institution participation by reducing risk; and why, when, and how to create and operate a development finance program and a local revolving capital fund. The book also explains how to analyze a business investment opportunity or a real estate development project. An appendix covers organizational, operating, and reporting requirements for a certified local development corporation. There is a glossary of financing terms and a bibliography on financing. The examples used in the book assume an urban orientation, but the writing is clear and the presentations would be very useful for a rural development specialist as well or anyone considering formation of a local development corporation.

SOURCE Praeger Publishers, CBS Educational & Professional Publishing, 521 Fifth Avenue, New York, NY 10175. $31.95.

DOC. NO. 268 FINANCIAL DEREGULATION: NEW OPPORTUNITIES FOR RURAL ECONOMIC DEVELOPMENT
Siegel, Beth; Kwass, Peter; Reamer, Andrew
Washington, DC: National Center for Policy Alternatives, 1986, 180 pp.

SUBJECTS Financing

ANNOTATION The fundamental changes occurring in the nation's financial system present both risks and new possibilities for rural communities. This report suggests several ways to assist residents and small businesses in rural areas. The report recommends regulatory tools which can be created by state legislatures and used by financial regulators and community groups to counter destabilizing effects of a less restrictive financial environment. State reinvestment laws and disclosure laws are specifically recommended. Several models of new financial institutions that are community-oriented are discussed: capital resource companies, business development corporations, rural venture capital corporations, rural community development finance corporations, and others. Purpose and design of seven models are presented. Initiatives that can be taken by a state to strengthen rural community banks are set forth. A bibliography on financial deregulation is included as an appendix. Several model statutes, regulations, disclosure laws, and enabling legislation are included in the appendices.

SOURCE The National Center for Policy Alternatives, 2000 Florida Avenue, N.W., Washington, DC 20009. $8.95.

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DOC. NO. 271 TAKING THE MYSTERY OUT OF BANKS AND COMMUNITY-BASED ORGANIZATIONS
Boston, MA: Council for Northeast Economic Action, 1981, 52 pp.

SUBJECTS Financing

ANNOTATION This handbook is a very useful guide for leaders of community-based organizations (CBOs) as well as bankers in rural communities who are in a position to help community organizations. Of special interest to community leaders is the straightforward explanation of the key steps in applying for a loan. Good suggestions are offered on getting the most out of a bank/CBO relationship. Some traditional as well as nontraditional ways that CBOs can be of assistance to banks are also discussed. While the publication was primarily intended for minority CBOs in urban areas, there is much in the handbook that is relevant to any rural CBO as well.

SOURCE Council for Northeast Economic Action, 100 Federal Street, 17th Floor, Boston, MA 02110. Free.

DOC. NO. 167 'DO IT YOURSELF' COMMUNITY DEVELOPMENT.
Anderson, Ron.
Extension Bulletin 39. Fargo: North Dakota State University Cooperative Extension Service, 1985, 8 pp.

SUBJECTS Financing; infrastructure development; financial management

ANNOTATION This pamphlet, written for North Dakota small rural communities, takes a realistic but positive look at the urgent need to find new resources for future community development projects in small communities. In the face of reduced federal funds, the reluctance of residents to accept increased taxes, and the farm crisis, rural communities must look to private and corporate foundations, statewide and local community foundations and development corporations, local businesses, special events, private contributors, charitable gambling proceeds, and local credit institutions as financing sources. Other potential resources are explored as well.

SOURCE North Dakota Extension Service, North Dakota State University, State University Station, Fargo, ND 58105. Free.

DOC. NO. 244

COMMUNITY DEVELOPMENT CREDIT UNIONS: A SELF-HELP MANUAL
Caftel, Brad J.; Anderson, Jack F.; Stone, Margaret J.
Berkeley, CA: National Economic Development Law Project, 1978, 244 pp.

SUBJECTS

Financing; small business development; new enterprise development; retention/expansion

ANNOTATION

This manual provides a very thorough discussion on why and how to form community development credit unions (CDCUs). As a financial institution, a CDCU in a small community or rural district can be a reinvestment tool and vehicle for capital mobilization. It is emphasized that communities are often poor not because they are unable to save money and accumulate capital but because their savings are put to work elsewhere. By diverting the flow of dollars to itself, a CDCU makes those dollars exclusively available to the local area as capital for cooperatives or other locally owned businesses. Chapters cover the organizing process, the charter process, the allocation of responsibility, necessary preparations, operations, and support organizations.

SOURCE

National Economic Development and Law Center, 1950 Addison Street, Suite 200, Berkeley, CA 94704, Attn: Publications. $10.00 plus tax where applicable.

DOC. NO. 109 STATES AND COMMUNITIES: THE CHALLENGE FOR ECONOMIC ACTION.
Barbe, Nancy; Sekera, June.
Washington, D.C.: National Congress for Community Economic Development, 1983, 154 pp.

SUBJECTS Financing; education/training; organizing

ANNOTATION This manual is a user's guide on a wide variety of innovative strategies and activities that states and communities can implement together through community-based economic development organizations. A major section is a detailed review of state powers and resources to influence economic development. Topics include debt financing, direct state investment, regulation of financial markets and activities, tax incentives, block grants, education and training, transfer payment reinvestment, agriculture development policy, enterprise zones, and plant closing and dislocations. Structural and operational characteristics of community development corporations are reviewed as well as their variety of economic development activities and powers. State programs in support of community economic development in Minnesota, Massachusetts, Florida, Wisconsin, Illinois, and New Hampshire are reviewed and compared. The manual also includes an annotated bibliography and list of resource organizations.

SOURCE National Congress for Community Economic Development, 2025 I Street, N.W., Suite 901, Washington, DC 20006. $7.50.

DOC. NO. 196 STATE ACTIVITIES IN CAPITAL FORMATION: VENTURE CAPITAL, WORKING CAPITAL, AND PUBLIC PENSION FUND INVESTMENTS.
Hollis, Barbara R.
Washington, D.C.: U.S. Small Business Administration, Office of Advocacy, 1985, 91 pp.

SUBJECTS Small business development; new enterprise development; financing

ANNOTATION As the title indicates, this report is a current reference source on what states are doing for small business financing. It is a technical publication, but economic development practitioners should find the examples and statistics useful. State venture and near-equity programs for new and small firms are discussed in Sections 1 and 2. Section 3 addresses short-term working capital programs. Section 4 focuses on venture financing activities of public pension funds. Examples of various state programs are included in an appendix, and a glossary is also provided.

SOURCE U.S. Small Business Administration, Office of Advocacy, 1441 L Street, N.W., Washington, DC 20416. Free.

DOC. NO. 57

RURAL RESOURCES GUIDE: A DIRECTORY OF PUBLIC AND PRIVATE ASSISTANCE FOR SMALL COMMUNITIES.
Block, John R.; Naylor, Frank W. Jr.; Phillips, Willard (Bill) Jr.
Washington, D.C.: USDA, Office of Rural Development Policy, 1984, 563 pp.

SUBJECTS

Cash transfer; infrastructure development; education/ training; financial management; downtown revitalization; historic preservation; small business development

ANNOTATION

This directory was prepared to help local governments and community leaders identify and locate approximately 440 sources of technical, financial, public, and private assistance for rural development. Each source is described by type of funding offered, who sponsors it, special conditions that apply, and whom to contact. It also includes an index of key words and organizations, and a listing of regional and state contacts. Sources are grouped according to 26 specialties under the broader categories of community facilities, services, general community improvement, and natural resources.

SOURCE

Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. $12.00.

FINANCIAL MANAGEMENT

DOC. NO. 269 SET OF MATERIALS FOR SMALL CITIES AND OTHER LOCAL GOVERNMENTAL UNITS
Rosenberg, Phillip; Stallings, C. Wayne
Chicago, IL: Municipal Finance Officers Association, 1978, 637 pp.

SUBJECTS Financial management; infrastructure development; financing

ANNOTATION This set of materials was prepared to address the needs of small units of government for advanced but simple financial management approaches that can help relieve the fiscal crisis many of these communities are facing. The set of materials includes a guidebook to improved financial management plus detailed procedural handbooks on operating budgeting, capital programming and budgeting, accounting, treasury management, and debt management. The chapters are concise and short, with numerous sample exhibits. The writing uses a minimum of technical terms. There are numerous sample worksheets and forms in the appendices. The set of materials would be a very good resource for local officials, since an understanding of financial management is essential to sound economic development initiatives that require public investment.

SOURCE Municipal Finance Officers Association, 80 N. Michigan Avenue, Suite 800, Chicago, IL 60601. $55.00.

DOC. NO. 182 ANALYZING LOCAL GOVERNMENT FISCAL CAPACITY.
Alter, Theodore, R.; McLaughlin, Diane K.; Melnikes, Nancy E.
University Park: Pennsylvania State University Cooperative Extension Service, 1980, 21 pp.

SUBJECTS Financial management

ANNOTATION This publication describes a simple, straightforward financial management technique for analyzing the fiscal capacity of local governments. The emphasis is on an approach that can be readily learned and applied with few additional resources beyond those accessible in most local government jurisdictions. The fiscal capacity analysis can provide information needed to deal with budget deficits, to estimate the effect of economic change on local revenues and expenditures, and to determine the affordability of capital improvements.

SOURCE Cooperative Extension Service, Pennsylvania State University, 323 Agricultural Administration Building, University Park, PA 16802. Free.

DOC. NO. 206 COPING WITH GROWTH
Corvallis, OR: Western Rural Development Center, 1980, 12 pp.

SUBJECTS Financial management; infrastructure development

ANNOTATION This publication addresses the planning and improvement of public facilities; e.g., for water supply, sewage treatment, parks and recreation, transportation, housing, health care, education, and other services that may be a problem for communites with limited financial resources. While originally intended for communities experiencing rapid population growth, a capital improvements program could just as easily be a component of a community's economic development strategy. The publication describes the benefits of capital improvements programming, its role in jurisdictional planning, necessary participants to the process, and major steps in the process. Sample forms are given for the various evaluation steps, including the financial analysis. The report is clearly written and straightforward.

SOURCE Western Rural Development Center, Oregon State University, Corvallis, OR 97331. Free.

DOC. NO. 204 A BASIC BUDGET GUIDE FOR SMALL CITIES AND COUNTIES.
Mohor, Arthur B. Jr.
Athens, GA: Carl Vinson Institute of Government, 1985 (Rev. Ed.), 49 pp.

SUBJECTS Financial management

ANNOTATION The purpose of this guide is to assist local governments in preparing operating budgets and annual operating procedures. The use of a budget to help the public understand the costs of services and how these costs relate to quality is emphasized. Simple steps and numerous sample forms are outlined for small governments to use in developing and adopting a budget. The guide explains how a local government calculates its tax rate and the value of a budget in goal setting and financial reporting. Appendices include a sample budget message, budget advertisement and hearing, ordinance, resolution, and revision form.

SOURCE Carl Vinson Institute of Government, University of Georgia, Terrell Hall, Athens, GA 30602. $6.00.

DOC. NO. 205 MAXIMIZING REVENUE, MINIMIZING EXPENDITURE, FOR LOCAL GOVERNMENTS
Coe, Charles K.
Athens: University of Georgia, Institute of Government, 1981, 65 pp.

SUBJECTS Financial management

ANNOTATION This publication describes ways to increase the productivity of small-sized cities and counties by increasing revenues or by decreasing expenditures. The techniques provide a systematic approach to increasing efficiency and were formatted with the assumption that limited professional staff would be available to apply them. The techniques are generally applicable to all states, although some of the information tables apply only to Georgia law. Examples from the 8 techniques in Part I, Increasing Revenues, include: investing idle funds, collecting delinquent property taxes, and timely invoicing. Examples from the 7 techniques in Part II, Decreasing Expenditures, are controlling movable property, decreasing insurance premiums, and making sound decisions on equipment replacement.

SOURCE Institute of Government, Terrell Hall, University of Georgia, Athens, GA 30602. $7.50.

DOC. NO. 194 CASH MANAGEMENT FOR SMALL COMMUNITIES: A MANUAL FOR THE NON-FINANCIAL MANAGER.
DePalma, John G.; Spector, Quentin B.; Benway, Bruce E. Orono: University of Maine at Orono, Bureau of Public Administration, 1977, 37 pp.

SUBJECTS Financial management

ANNOTATION This publication was prepared to assist persons not specifically trained in cash management to develop an investment program for their municipality. Sections presented discuss cash scheduling, checking accounts, tax anticipation borrowing, and the investment of municipal funds. The writing presumes no electronic data processing capabilities.

SOURCE Bureau of Public Administration, Division of Research and Public Services, University of Maine-Orono, Orono, ME 04469. Free.

DOC. NO. 277 BUILDING PROSPERITY: FINANCING PUBLIC INFRASTRUCTURE FOR ECONOMIC DEVELOPMENT
Washington, DC: Government Finance Research Center, 1983, 129 pp.

SUBJECTS Financing; infrastructure development

ANNOTATION This is a fairly technical publication but one chapter gives a very complete overview of the alternatives available to finance public infrastructure improvements. Both traditional and creative financing techniques are discussed. The traditional methods covered are general obligation bonds, revenue bonds, short-term borrowing, compound coupon bonds, zero coupon bonds, variable rate bonds, put option bonds, bonds with warrants, industrial development bonds, and tax-exempt commercial papers. The creative financing techniques presented are lease-financing, tax increment financing, and pension fund investment financing.

SOURCE Government Finance Research Center, 1750 K Street, N.W., Suite 200, Washington, DC 20006. $15.00.

DOC. NO. 266

MUNICIPAL BOND SERIES
Oregon State University, Western Rural Development Center
Corvallis, OR: Western Rural Development Center, 1982,
12 pp./issue.

SUBJECTS

Financial management; financing; infrastructure development

ANNOTATION

This series of four short reports is addressed to local municipal officials and to those who advise them on public finance issues. Titles in the set are "How Municipal Capital Projects are Financed"; "Where to Find Help If Your City Is Issuing Bonds"; "How a Community Decides to Issue Bonds"; and "What Determines Bond Costs." The report on how municipal capital projects are financed introduces three general approaches to financing capital expenditures, discusses the extent of bond use by size of municipality, and reports on factors affecting bond choice. The publication on where to find help outlines seven steps in debt management, identifies types of professional services available, and suggests criteria for selecting consultants. Recommended references, including publications, are given. The publication on how to decide whether to issue bonds describes the legal environment surrounding bonds and examines factors affecting the political feasibility of bond issues. The report on what determines bond costs discusses factors affecting the marketability and cost of bond financing and identifies opportunities to trim these costs. All four publications were written from research conducted in western towns and cities, but many of the observations are relevant nationally. The writing is clear and generally is not overly technical.

SOURCE

Western Rural Development Center, Oregon State University, Corvallis, OR 97331. $2.00.

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DOC. NO. 14

COPING WITH FEDERAL REQUIREMENTS: A SMALL-TOWN GUIDE TO COMMUNITY DEVELOPMENT BLOCK GRANTS AND OTHER FEDERAL PROGRAMS.
Brown, Hamilton; Voige, Rosalyn, editor.
Washington, D.C.: National Association of Towns and Townships, 1985, 36 pp.

SUBJECTS

Cash transfers; financial management

ANNOTATION

This guidebook was prepared because research has shown that the fear of administrative burden and federal red tape is so pervasive that many small governments do not apply for grants, a form of cash transfer payment to a community that cannot be overlooked as a development strategy. An overview of the federal requirements which most widely apply to the state-run small cities CDBG programs is presented. Many questions concerning federal requirements for citizen participation, labor standards, civil rights, environmental protection, property acquisition, and relocation of displaced people are examined. A concluding chapter assesses state technical assistance efforts to help local governments comply with federal requirements.

SOURCE

NATaT, 1522 K Street, N.W., Suite 730, Washington, DC 20005. Free.

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DOC. NO. 16

KEYS TO SUCCESSFUL FUNDINGS: A SMALL-TOWN GUIDE TO COMMUNITY DEVELOPMENT BLOCK GRANTS AND OTHER FEDERAL PROGRAMS.
Brown, Hamilton, editor.
Washington, D.C.: National Association of Towns and Townships, 1985, 43 pp.

SUBJECTS

Cash transfers; financial management

ANNOTATION

This guidebook was written especially for the first time applicant, to help small communities develop more competitive applications for Community Development Block Grants (CDBGs) and other federal programs. It focuses on five keys to submitting well documented, well planned, and affordable grant proposals--planning, eligibility, affordability, fundability, and manageability. The section on planning suggests who should be involved and what questions should be asked in defining community problems and solutions. The section on eligibility discusses standards that local projects must satisfy and the variations in funding priority among programs and states. The discussion of affordability examines critical questions of existing debt, future costs of borrowing, and future debt and user charges. The process of leveraging is described in the section on fundability. The discussion of manageability discusses major federal requirements for administration and compliance plus sources of assistance in these areas.

SOURCE

NATaT, 1522 K Street, N.W., Suite 730, Washington, DC 20005. Free.

DOC. NO. 62

FINANCIAL MANAGEMENT TRAINING MATERIALS FOR LOCAL GOVERNMENTS: AN ANNOTATED BIBLIOGRAPHY.
Rodgers, Pamela H.
SRDC Bibliography Series No. 15. Mississippi State, MS: Southern Rural Development Center, 1982, 231 pp.

SUBJECTS

Financial management; financing; impact evaluation

ANNOTATION

This extensive annotated bibliography identifies training materials that can assist government officials in improving all aspects of local financial management. The focus is on manuals which can provide proven methods. Many of the publications stress information of interest to small communities. The publications are indexed by major subject area and include alternative revenue sources, budgeting, capital improvements programming, cash management, cutback management, economic development finance, and fiscal impact analysis, among others. All materials included in the bibliography have been published since 1975.

SOURCE

Southern Rural Development Center, Box 5406, Mississippi State University, Mississippi State, MS 39762. $8.00.

INCUBATORS

DOC. NO. 158 BUSINESS INCUBATOR DEVELOPMENT IN RURAL AREAS.
Weinberg, Mark.
Unpublished paper, Ohio University, Political Sciences Department, n.d., 15 pp.

SUBJECTS Incubators; new enterprise development

ANNOTATION This paper discusses the potential for operating incubators in rural settings, based on a review of recent experiences with incubators in rural areas of Illinois, Pennsylvania, Ohio, and Missouri. The number of potential clients was a severe limiting factor for all the facilities. The ability of the centers to aggressively market to potential entrepreneurs was also limited, as they lacked access to a regional media network. However, several of the incubators have a university affiliation and seek to commercialize local university research activities. Alternative sources of funds for rural communities to support incubator development are explored. The paper provides useful reference material for an economic development specialist exploring the question of business incubators in a rural area.

SOURCE Mark Weinberg, Director, Institute for Local Government, Ohio University, Athens, OH 45701. Free.

DOC. NO. 108 FEASIBILITY OF HIGH-TECH COMPANY INCUBATION IN RURAL UNIVERSITY SETTINGS: FINAL REPORT; SMALL BUSINESS INNOVATION RESEARCH PROGRAM, RURAL AND COMMUNITY DEVELOPMENT, PHASE I.
Buck, M. Allison; Hobbs, Daryl J.; Myers, Donald D.; Munshaw, Nancy.
Rolla: Missouri IncuTech, Inc., 1984, 112 pp.

SUBJECTS Incubators

ANNOTATION This report is the result of research to determine the feasibility of developing a high-technology incubator in Rolla, Missouri. Findings were reported to show that it is feasible to start such an incubator, and that similar concepts in rural/university settings may also be feasible.

SOURCE Incubator Technologies, Inc., Twitty Park-Research Drive, Route 4, Box 519, Rolla, MO 65401. $15.00.

DOC. NO. 267 CREATING JOBS BY CREATING NEW BUSINESS INCUBATORS
Washington, DC: Economic Development Administration, 1985, 71 pp.

SUBJECTS Incubators; new enterprise development

ANNOTATION This report provides an overview of the relative success of business incubators based on survey responses from 46 incubators. The survey was conducted in late 1984 and early 1985. The report would be useful to economic development professionals investigating the key issues related to possible regional incubator development and management. While most of the incubators surveyed were in fairly large communities, one of four case studies reported in detail describes a facility in Greenville, Mississippi, a city of 30,000 people. Sections of the report describe survey findings in the following categories: incubator goals and objectives, assessing feasibility, facility operating characteristics, services provided, staffing and management, and economic development outcomes from incubator development. The research findings are interspersed with text from a 1985 roundtable discussion of about 25 participants. A bibliography and a list of the incubators that responded to the survey are also included.

SOURCE National Council for Urban Economic Development, 1730 K Street, N.W., Washington, DC 20006. $17.00.

DOC. NO. 284 SMALL BUSINESS INCUBATORS: A HOW-TO GUIDE
Washington, DC: Community Information Exchange, 1984, 31 pp.

SUBJECTS Incubators; small business development; new enterprise development

ANNOTATION Section one of this guide provides brief but concise advice on a number of considerations essential to incubator projects: organization, market analysis, site analysis, building characteristics, support services, financing, management, assistance, marketing, leasing, and tenant selection, among others. Section two discusses four examples of neighborhood-initiated and controlled incubators; one of the examples is in a nonmetropolitan area (Greenville, MS). Appendices include a sample financial worksheet for incubator projects, an explanation (with samples) of how to prepare a pro forma analysis for a small business incubator, and a section with contact information on neighborhood organizations that have developed and managed incubators.

SOURCE Community Information Exchange, National Urban Coalition, 1120 G Street, N.W. 9th, Washington, DC 20005. $4.50.

DOC. NO. 112 PUBLIC-PRIVATE PARTNERSHIPS: SMALL BUSINESS INCUBATOR DEVELOPMENT
Gerl, Ellen J.; Adkins, Dinah; Erdy, Lori J.
Athens: Ohio University, Institute for Local Government Administration and Rural Development, 1985, 79 pp.

SUBJECTS Small business development; new enterprise development, incubators

ANNOTATION This manual was developed particularly for local officials, economic development specialists, and concerned citizens in Ohio cities who are considering the small business incubator as an economic development tool. Much of the manual would be equally useful for a reader in another state, however. The "how-to" format outlines the characteristics shared by most incubators and steps for getting started. Sources of assistance listed are predominantly Ohio sources but the federal sources are relevant. The handbook also contains brief case studies on several small business incubators. Appendices describe different types of incubators; provide sample pre-application forms and lease forms; suggest incubator eligibility guidelines; and offer a development cost checklist.

SOURCE Institute for Local Government Administration and Rural Development, Ohio University, Bentley Hall, Athens, OH 45701. $3.00.

DOC. NO. 159 BUSINESS INCUBATOR PROFILES: A NATIONAL SURVEY.
Temali, Mihailo; Campbell, Candace.
Minneapolis, MN: Humbert H. Humphrey Institute, 1984, 130 pp.

SUBJECTS Incubators

ANNOTATION This study profiles some 50 business incubators throughout the U.S. sponsored by public, nonprofit, university, and private organizations. It highlights the lessons learned by developers of these facilities and details the size, method of financing, range of services offered, and jobs created in each. Several of the incubators are located in small communities in Illinois, Pennsylvania, Vermont, and Ohio. Portions of the study are also summarized in Planning 50 (May 1984):19-24.

SOURCE Humphrey Institute of Public Affairs, University of Minnesota, 150 Humphrey Center, 301 19th S., Minneapolis, MN 55455. $18.00.

DOC. NO. 166 SMALL BUSINESS INCUBATORS: NEW DIRECTIONS IN ECONOMIC DEVELOPMENT.
Ryan, Mary Jean.
Washington, D.C.: U.S. Small Buiness Administration, 1985, 139 pp.

SUBJECTS Incubators; new enterprise development; small business development

ANNOTATION This handbook is designed to be used as a workbook and resource guide by individuals and/or organizations interested in exploring the feasibility of establishing an incubator in their communities. One section discusses the process of implementing a small business incubator and includes a discussion of the concept and the steps for successful market research and implementation. Twelve implementation worksheets are provided to aid a working group seeking to establish an incubator project. The second section of the handbook is specifically on financing and includes discussions on funds for getting started, financing the facility, financing for tenants, and funding for incubator operations. Federal programs, private sector financing sources, case studies of financing methods, and checklists and worksheets for funding and financing are presented. The report would be useful for an area considering a regional incubator facility.

SOURCE U.S. Small Business Administration, 1441 L Street, N.W., Washington, DC 20416. Free.

DOC. NO. 165 INCUBATORS FOR SMALL BUSINESS.
Washington, D.C.: U.S. Small Business Administration, Office of Private Sector Initiatives, 1986, 33 pp.

SUBJECTS Incubators

ANNOTATION This is a directory listing incubator facilities and/or state contacts who are specialists in small business incubators.

SOURCE U.S. Small Business Administration, 1441 L Street, N.W., Suite 720A, Washington, DC 20416. Free.

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DOC. NO. 147 INCUBATOR TIMES - SPECIAL RURAL EDITION (MAY 1985) Washington, D.C.: U.S. Small Business Administration, May 1985, 6 pp.

SUBJECTS Incubators; new enterprise development

ANNOTATION This issue of Incubator Times addresses the problems and prospects for incubator development in rural areas. It highlights small towns that have successfully implemented the incubator concept, with modifications from the urban counterpart. The towns are Monmouth, Illinois (population 10,000); Bennington, Vermont (population 16,000); Rolla, Missouri (population 13,000); and three towns in Pennsylvania: Girard (population 2,600 but near a town of 120,000); Ridgeway (population 5,600), and Warren (population 12,000). The case studies list local contacts and provide an overview of rural incubator initiatives. Incubator Times is a publication of the Office of Private Sector Initiatives of the U.S. Small Business Administration.

SOURCE Small Business Administration, 1441 L Street, N.W., Washington, DC 20416. Free.

DOC. NO. 149 SMALL BUSINESS INCUBATORS: RESOURCE SUMMARY Washington, D.C.: U.S. Small Business Administration, 1984, 8 pp.

SUBJECTS Small business development; incubators

ANNOTATION This resource summary from the U.S. Small Business Administration provides an overview of the uses, sponsors, and characteristics of small business incubators. Publications from SBA and other sources are listed and a list of contacts for existing incubator projects is given.

SOURCE SBA Regional Office, 230 South Dearborn Street, Chicago, IL 60604. Free.

DOWNTOWN REVITALIZATION

DOC. NO. 142 MAIN STREET: OPEN FOR BUSINESS.
Glisson, Linda S.
Washington, D.C.: National Trust for Historic Preservation, National Main Street Center, 1984, 112 pp.

SUBJECTS Downtown revitalization; retention/expansion; small business development

ANNOTATION The first half of this report tells of the National Main Street Center's successes and activities in preservation-based economic revitalization in communities under 50,000 in population. Case studies from the six states that served as a national demonstration network for small community revitalization are presented in the second half of the report. Five towns in each state--Colorado, Georgia, Massachusetts, North Carolina, Pennsylvania, and Texas--are highlighted in the state profiles, and contacts for project managers in each town are included. The successes and frustrations of each of these towns, many with populations of 5,000-15,000, are useful reading for local community leaders concerned with revitalizing their own downtowns.

SOURCE National Trust for Historic Preservation, National Main Street Center, 1785 Massachusetts Avenue, N.W., Washington, DC 20036. $10.00.

DOC. NO. 22 NATIONAL MAIN STREET CENTER TRAINING PROGRAM. Washington, D.C.: National Trust for Historic Preservation, National Main Street Center, 1981, 104 pp.

SUBJECTS Downtown revitalization; historic preservation; small business development; retention/expansion; recruitment

ANNOTATION This manual is a detailed reference notebook for economic development practitioners concerned with revitalizing downtowns of small towns. It was originally developed to train downtown managers in Main Street demonstration cities. Three midwestern towns served as models for the development of a comprehensive approach to downtown revitalization. The manual contains many recommendations on image, organization, promotion, customer relations, parking, financing, storefront design, signs, building maintenance, public improvements, and other topics. There is a section on economic restructuring that addresses retail management, recruiting new business, and necessary elements for downtown revitalization. There is also an extensive reading list.

SOURCE National Trust for Historic Preservation, National Main Street Center, 1785 Massachusetts Avenue, N.W., Washington, DC 20036. $35.00.

DOC. NO. 85 SET OF AUDIOVISUAL MATERIALS ON DOWNTOWN REVITALIZATION. Main Street at Work. Washington, D.C.: National Trust for Historic Preservation, National Main Street Center, 1985.

SUBJECTS Downtown revitalization; small business development; historic preservation

ANNOTATION Audiovisual training materials available from the National Main Street Center include four 20-minute videocassettes that focus on downtown revitalization. Each cassette comes with a booklet for facilitators that expands upon the techniques shown and offers workshop exercises and supplementary information. The cassettes show successful organization, promotion, design, funding, public awareness, business recruitment, and economic development experiences of towns across the nation.

SOURCE National Trust for Historic Preservation, National Main Street Center, 1785 Massachusetts Avenue, N.W., Washington, DC 20036. $80.00.

DOC. NO. 162 KEEPING UP APPEARANCES: STOREFRONT GUIDELINES.
Schoettle, B. Clarkson.
Washington, D.C.: National Trust for Historic Preservation, National Main Street Center, 1983, 16 pp.

SUBJECTS Historic preservation; downtown revitalization

ANNOTATION This pamphlet presents specific suggestions for improving the appearance and prolonging the life of old buildings. The idea of visual relatedness is stressed repeatedly with drawings. Doors, signs, awnings, color, and storefront design are also discussed.

SOURCE National Trust for Historic Preservation, National Main Street Center, 1785 Massachusetts Avenue, N.W., Washington, DC 20036. $4.00.

DOC. NO. 26 MAIN STREET, OHIO: OPPORTUNITIES FOR BRINGING PEOPLE BACK DOWNTOWN.
William, Judith B.; Wise, Howard, F., editors.
Columbus: State of Ohio, Local Government Services, reprinted 1985, 245 pp.

SUBJECTS Downtown revitalization organizing; small business development; expansion/retention; historic preservation

ANNOTATION This detailed manual was written to help Ohio communities preserve, revitalize, and strengthen their downtown and other commercial areas. Most of the material is suitable for any downtown revitalization program. Chapters address: organizing, the use of studies and surveys, public improvements, building improvements, strategies for bringing people back downtown, and financial stategies and resources. Appendices include profiles of successful merchant associations, a sample downtown business survey, a sample consumer survey, information from the National Trust for Historic Preservation, and sample regulations from a Design Review Board.

SOURCE Ohio Department of Commerce Development, Office of Local Government Services, P.O. Box 1001, Columbus, OH 43266-0101. $5.00.

DOC. NO. 73 WAYS TO DEVELOP A COOKBOOK APPROACH TO DOWNTOWN DEVELOPMENT
Meehan, Patrick J.
Small Town 14 (September-October 1983):13-16.

SUBJECTS Downtown revitalization

ANNOTATION This article suggests a reasonable process for directing small town downtown revitalization that is flexible and adaptable to many local situations. The process combines business development and design elements.

SOURCE Library, or for a $5.00 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 75 SELLING MAIN STREET: MIAMISBURG, OHIO, CONDUCTS A DOWNTOWN TENANT SEARCH.
Guenther, Judith.
Small Town 13 (May-June 1983):9-15.

SUBJECTS Downtown revitalization; recruitment

ANNOTATION This article presents a summary of recommendations for communities trying to actively market their own downtowns.

SOURCE Library, or for a $5.00 service charge, write Midwest Research Institute, Economics Reference Center, 425 Volker Boulevard, Kansas City, MO 64110.

DOC. NO. 191 DESIGN RESOURCE BOOK FOR SMALL COMMUNITIES.
Denman, Anne Smith, editor.
Small Town 12 (November-December 1981):1-96.

SUBJECTS Downtown revitalization; tourism; infrastructure development

ANNOTATION This is a special issue of Small Town, a publication of the Small Towns Institute. It focuses on case studies in successful public design projects in small towns across the country. Ingenuity in funding, planning, and getting technical assistance in design is highlighted. About one-third of the publication presents short profiles on 16 individual small town projects, 15 downtown plans, 4 public facilities, and 7 streetscapes, among other topical areas. There are detailed contacts for all case study examples.

SOURCE Small Town Institute, P.O. Box 517, Ellensburg, WA 98926. $10.00.

DOC. NO. 163 REHABILITATION AND PRO FORMA ANALYSIS.
Rypkema, Donovan D.
Main Street. Washington, D.C.: National Trust for Historic Preservation, 1983, 12 pp.

SUBJECTS Historic preservation

ANNOTATION This material was prepared to acquaint readers who are not real estate professionals with an understanding of pro forma analysis and its importance in the reuse of older commercial buildings. The format provided is structured to allow property owners to make a preliminary judgment about the economic feasibility of a rehabilitation project, by evaluating its before-tax consequences. Checklists, estimate sheets and samples of a pro forma analysis are given.

SOURCE National Main Street Center, National Trust for Historic Preservation, 1785 Massachusetts Avenue, N.W., Washington, DC 20036. $3.00. Interested individuals should also inquire as to updated materials consistent with the latest tax reform legislation.

DOC. NO. 40 PREPARING A HISTORIC PRESERVATION ORDINANCE.
Roddewig, Richard J.
Planning Advisory Service Report No. 374. Chicago: American Planning Association, 1983, 46 pp.

SUBJECTS Historic preservation; downtown revitalization

ANNOTATION This report is a detailed presentation of technical considerations associated with preservation ordinances. The purposes, uses, and benefits of ordinances, types of structures and areas protected, their basic components, and the establishment of a Preservation Commission are included in Part One. Criteria for designation of landmarks and historic districts are discussed in Part Two. Other legal issues are discussed in the last part of this report. Five technical appendices are also presented with examples drawn from experiences of cities around the country.

SOURCE American Planning Association, 1313 East 60th Street, Chicago, IL 60637. $16.00.

EDUCATION AND TRAINING

DOC. NO. 295 THE HIGH SCHOOL IN A RURAL ECONOMY
Rosenfeld, Stuart
Foresight (Summer 1985), Vol. 3, No. 2; 21 pp.

SUBJECTS Education/training; organizing; community profile

ANNOTATION The premise of this issue is that education is linked to economic and community development more tightly than ever and in ways that are only beginning to be fully understood, and that the ways in which education supports the local economy are underestimated. Several unconventional or forgotten functions are delineated that high schools should play in rural economic development, such as creating new income-generating opportunities, establishing an environment for innovation and entrepreneurship, adding to a community's quality of life, and functioning as a purchaser of goods and services and as an employer. Four rural high school programs are then described, each illustrating ways in which education can have an impact on a community's economic climate. Examples include school-based enterprises, an unusual cooperative environment where students have constructed their own facilities, and a contract vocational education program that links local business people with a high school student wanting to learn occupational skills.

SOURCE Southern Growth Policies Board, P.O. Box 12293, Research Triangle Park, NC 27709. Free.

DOC. NO. 257 SOMETHING OLD, SOMETHING NEW: THE WEDDING OF RURAL EDUCATION AND RURAL DEVELOPMENT
Rosenfeld, Stuart
SGPB Alert (April 1984): 7 pp.

SUBJECTS Education/training; new enterprise development

ANNOTATION While this paper is not a "how-to" guide, it uses case examples to suggest possible responses from the public school system in linking secondary education in rural areas to local development needs and entrepreneurship. The author suggests revamping vocational agriculture programs to use its traditional strengths in imparting leadership training, problem-solving skills, economic and communication skills, and a sense of community-wide goals in combination with a new entrepreneurial focus. School-based enterprises in Arkansas and Georgia are described, including a weekly newspaper, maintenance shop, apartment renovations, day-care center, roller-skating rink, movie theater, and feeder pig operation.

SOURCE Southern Growth Policies Board, P.O. Box 12283, Research Triangle Park, NC 27708. Free.

DOC. NO. 262

RURAL SUCCESS: CASE STUDIES OF SUCCESSFUL EMPLOYMENT AND TRAINING PROGRAMS IN THE UNITED STATES
DeLellis, Anthony J.
Richmond, VA: Rural Success Program, 1983, 140 pp.

SUBJECTS

Education/training; organizing; new enterprise development; retention/expansion

ANNOTATION

This report describes 15 successful rural employment and training programs located in 10 states. The programs are quite varied but one criterion was applied in their selection: each program combines job training with at least one of the following: successful placement, job creation, job upgrading, or service to populations that are traditionally difficult to serve (e.g., women in nontraditional occupations or farm workers). The report is addressed to those working in a variety of rural employment and training settings including local education agencies, community colleges, service delivery areas under the Job Training Partnership Act, and community based organizations. The most detail is provided on 8 programs that received site visits. These programs were located in Kentucky, Virginia, Illinois, North Carolina, Ohio, Florida, and California. These programs were initiated by 2-year and 4-year educational institutions and included training rural workers in cottage industries, cooperatives, and business expansions.

SOURCE

Center for Public Affairs, Virginia Commonwealth University, 919 West Franklin Street, Richmond, VA 23284. $8.00.

DOC NO. 67

MEETING JOB TRAINING NEEDS IN RURAL AMERICA.
Unpublished draft. Washington, D.C.: National Alliance of Business, 1986, 21 pp.

SUBJECTS

Education/training

ANNOTATION

This report contains results of extensive research into rural job training issues, including an inventory of suggested options and alternatives that would be very useful to those in the public and private sectors who are working on rural job training programs. Recommendations address the problems of coordination, linking economic development strategies more closely with job training, improving the design and delivery of job training programs, and reversing misperceptions about job training programs.

SOURCE

National Alliance of Business, 1015 15th Street, N.W., Washington, DC 20005. $7.95.

DOC. NO. 228 EMPLOYMENT PROGRAMS FOR RURAL WOMEN
Washington, DC: U.S. Department of Labor, 1985, 39 pp.

SUBJECTS Education/training; organizing

ANNOTATION This guide presents a model for an employment and training program appropriate for groups interested in developing training and employment services for rural women. Part A of the guide describes eight major steps in developing a successful program, such as selecting the service area and office site, forming an advisory committee, recruiting staff, developing jobs, and keeping records. Part B describes the core components of the program, such as recruiting participants; assessing applicants; providing supportive services such as transportation and child care services; counseling; training; and job placement. Appendices include a GANTT chart, an outline for a staff training program, a sample participant assessment form, and suggestions for a job readiness workshop.

SOURCE U.S. Department of Labor, Office of the Secretary, Women's Bureau, Washington, DC 20210. $6.00.

DOC. NO. 18 FORESIGHT: MODEL PROGRAMS FOR SOUTHERN ECONOMIC DEVELOPMENT
Research Triangle Park, NC: Southern Growth Policies Board, 1984, 11 pp.

SUBJECTS Education/training

ANNOTATION This issue of Foresight describes four model programs for older people. Arkansas ABLE (Abilities Based on Long Experience) has several programs to help the older worker by increasing public awareness of their potential, upgrading their job-hunting skills, occupational training, and job placement. Tennessee Green Thumb trains low-income people aged 55 and older as nursing assistants or home health aides. Two Florida counties are highlighted for their adult and community education programs. A cultural center for older adults in one county has an enrollment of 16,000, and is primarily staffed by volunteers and retirees. Another adult education program operates three adult high schools and five community schools. In Kentucky, a special fellowship allows people aged 65 and over to enroll in academic classes at the University of Kentucky without having to pay tuition. Contacts are given for additional information on all programs.

SOURCE Southern Growth Policies Board, P.O. Box 12293, Research Triangle Park, NC 27709. Free.

DOC. NO. 91

THE EMPLOYMENT/ECONOMIC DEVELOPMENT CONNECTION: NEW TOOLS, NEW ROLES, NEW DIRECTIONS: GUIDEBOOK. Washington, D.C.: National Alliance of Business, 1984, 98 pp.

SUBJECTS

Education/training; small business development; reruitment, retention/expansion; new enterprise development

ANNOTATION

This guidebook was designed to promote closer coordination between employment and economic development activities so as to better achieve community objectives in each area, i.e., greater private investment in the local economy and more training and employment opportunities for local residents, especially the disadvantaged. The guidebook is directed at economic development practitioners. The recommendations are practical; several models for cooperative working relationships and formal agreements among diverse groups are offered. Different ways to help meet the needs of hard-to-employ groups are outlined. Approaches to dealing with plant closings, addressing skills shortages, retaining existing businesses and jobs, and linking employment to downtown development are suggested. All of the discussions use case study examples, including some rural area and small city examples. A stepwise process for promoting employment and economic development linkages is also outlined.

SOURCE

National Alliance of Business, 1015 15th Street, N.W., Washington, DC 20005. Free.

DOC. NO. 66

THE JOB PARTNERSHIP ACT: THE BUSINESS/GOVERNMENT PARTNERSHIP THAT WORKS. Washington, D.C.: National Alliance of Business, n.d., 29 pp.

SUBJECTS

Education/training

ANNOTATION

This report describes the Job Training Partnership Act and the private industry council concept. These are resources that can be used to help solve local skill shortage needs, gain access to job-ready workers, and assist a community's unemployed gain marketable skills. The booklet answers questions about the Job Training Partnership Act and how to get involved in the program. A listing of current private industry councils in each state is provided, with contacts and phone numbers for each. The information would be valuable if a rural area were considering a regional job training program.

SOURCE

National Alliance of Business, 1015 15th Street, N.W., Washington, DC 20005. Free.

DOC. NO. 115 ECONOMIC GROWTH IN NORTH CAROLINA'S FUTURE.
Stone, Paul S.
Economic Information Report No. 69. Raleigh: North Carolina Agricultural Extension Service, 1983, 33 pp.

SUBJECTS Education/training; financial management

ANNOTATION This report was prepared to help state and community leaders in North Carolina understand the state's economy, important growth issues, and strategies for future growth. The discussion is generally pertinent for much of the rural South. The focus is on two issues: (1) need to improve the levels of education, technical skills and scientific training for the labor force, and (2) the need to improve community institutional capacity for long-term planning, financing, and implementing economic and community development programs. This report would be useful to anyone designing long-term rural economic development plans or programs.

SOURCE Department of Economics and Business, North Carolina State University, Raleigh, NC 27650. Free.

PERIODICALS

DOC. NO. 69

RURAL DEVELOPMENT PERSPECTIVES.
Honadle, Beth Walter, editor.
Washington, D.C.: USDA, Economic Research Service, Distributed by the Government Printing Office, approx. 45 pp./issue

SUBJECTS

Retention/expansion; small business development; new enterprise development; infrastructure development

ANNOTATION

This periodical contains articles, news briefs, and book reviews which focus both on the role of agriculture in rural economies and on the impact of macroeconomic events on the rural economy. Issues in rural development are highlighted, and economic development strategies for rural areas are often discussed in issue articles.

SOURCE

Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. $10.00/year (3 issues per year: October, February, and June). $3.75 a single issue.

DOC. NO. 173

EXTENSION REVIEW.
Loudon, Patricia, editor.
Washington, D.C.: USDA, Extension Service, Distributed by the Government Printing Office. Approximately 47 pp. per issue.

SUBJECTS

Retention/expansion; small business development; education/training; economic analysis; financial management; program evaluation

ANNOTATION

This is a quarterly publication designed primarily for Cooperative Extension educators but which suggests many useful ideas, resources, and contacts for small town and rural development. Most of the articles are written by Extension specialists.

SOURCE

Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. $14.00/year.

DOC. NO. 114

CREATING ECONOMIC OPPORTUNITY: A COMMUNITY DEVELOPMENT NEWSLETTER.
Darling, David L., editor.
Manhattan, KS: Kansas State University Cooperative Extension Service, issued 6 times per year, 3 pp./issue.

SUBJECTS

Recruitment; import substitution; retention/expansion; cash transfers; new enterprise development

ANNOTATION

This newsletter was begun in fall 1984 to introduce Kansas' rural officials to economic development concepts and alternative strategies. The newsletter is produced twice a year. Each issue includes a section entitled "Ideas You Can Use," which is useful reading for a rural official in any state.

SOURCE

Cooperative Extension Service, Extension Community Development, Umberger Hall, Manhattan, KS 66506. Free.

DOC. NO. 231

COMMUNITY ECONOMICS
Madison, WI: University of Wisconsin-Extension, issued 12 times per year, 2 pp/issue.

SUBJECTS

New enterprise development; community evaluation; import substitution; organizing; recruitment; retention/expansion; small business development

ANNOTATION

A recent series of five issues of Community Economics (Nos. 112-116) focused on each of the following general strategies for improving jobs and income: (a) improving the efficiency of existing firms, (b) improving the community's ability to capture dollars; (c) attracting new basic employers; (d) encouraging business formation; and (e) increasing aids received from broader governments. Each issue was a two-page article.

SOURCE

Department of Agricultural Economics, University of Wisconsin-Madison, Taylor Hall, 427 Lorch Street, Madison, WI 53706. Free.

DOC. NO. 87 HARD TIMES: COMMUNITIES IN TRANSITION.
Corvallis, OR: Western Rural Development Center, 4 pp. each issue.

SUBJECTS Retention/expansion; small business development; economic analysis

ANNOTATION This periodical is a cooperative extension publication that highlights one article each issue of use to economists and economic development practitioners. The strategies focus on strengthening rural communities' commercial sectors and existing businesses.

SOURCE Western Rural Development Center, Oregon State University, Corvallis, OR 97331. Issued monthly. $.50 each.

DOC. NO. 151 NATIONAL COMMUNITY REPORTER.
Washington, D.C.: National Association of Towns and Townships, 12 pp. each issue.

SUBJECTS Retention/expansion; small business development; financial management; infrastructure development; recruitment; new enterprise development

ANNOTATION This publication focuses on problems and issues of small towns. Articles frequently include a review of current federal actions affecting towns and townships, and an economic development section that discusses alternative strategies for keeping and creating local jobs. The publication makes frequent use of examples and suggested contacts. Other sections highlight special publications, programs, services, and useful reprints from other periodicals.

SOURCE NATaT, 1522 K Street, N.W., Suite 730, Washington, DC 20005. $36.00/year (10 issues per year).

DOC. NO. 81

RESOURCES.
Bowsher, Prentice, editor.
Washington, D.C.: National Congress for Community Economic Development, 8 pp./issue.

SUBJECTS

Organizing; financing; small business development

ANNOTATION

This newsletter is a monthly report on community-based efforts in economic development and on a range of government and private actions that affect those efforts. Issues typically include a special report on a topic of interest, a community report on innovative community efforts, a government report, a development report, and a list of new resources.

SOURCE

National Congress for Community Economic Development, 2025 Eye Street, N.W., Suite 901, Washington, DC 20006. $48.00/year (12 issues).

DOC. NO. 241

SPECIAL REPORTS AND NADO NEWS
Washington, DC: National Association of Development Organizations, 4 pp. each issue.

SUBJECTS

Financing; incubators; new enterprise development; recruitment; small business development

ANNOTATION

NADO News is a weekly newsletter covering legislation, economic trends, and regulatory matters, with an emphasis on small metropolitan and rural economic development. Several special reports on rural economic development have been issued since 1983, including issues on rural infrastructure financing (July and August 1983), rural business development financing (October 1983), rural economic development and the role of CDBG and UDAG (July 1984), and business incubators (January 1986).

SOURCE

National Association of Development Organizations, 400 N. Capitol Street, N.W., Suite 372, Washington, DC 20001. Special reports can be purchased for $1.00 each. NADO News, the weekly newsletter, is available only to members; membership rates vary according to type of membership.

DOC. NO. 63

SMALL TOWN.
Munsell, Kenneth, editor.
Ellensburg, WA: Small Town Institute, approx. 30 pp./ issue.

SUBJECTS

Small business development, new enterprise development

ANNOTATION

This periodical is a news journal specifically designed to disseminate information on new and innovative ideas concerning the issues and problems facing small towns and nonmetropolitan areas. Perspectives from individual citizens, planners, government officials, business groups, educators, and others are given. Articles emphasize how a project, program, or research can be useful to other towns, citizens, and organizations. Articles frequently address problems and opportunities for stimulating economic development.

SOURCE

Small Town Institute, Third Avenue and Poplar Street, P.O. Box 517, Ellensburg, WA 98926. $35.00/yr. (6 issues).

DOC. NO. 131

MAIN STREET NEWS: NATIONAL MAIN STREET NETWORK.
Glisson, Linda, editor.
Washington, D.C.: National Trust for Historic Preservation, National Main Street Network, 8 pp. each issue.

SUBJECTS

Downtown revitalization

ANNOTATION

Main Street News is published six times a year by the National Main Street Network, a membership program of the National Main Street Center, National Trust for Historic Preservation. Issues frequently highlight a successful Main Street project. Each issue also has additional useful information, a question/answer session on successful Main Street programs, and notes featuring good ideas from Main Street towns.

SOURCE

National Main Street Network, National Trust for Historic Preservation, 1785 Massachusetts Avenue, N.W., Washington, DC 20036. The membership package includes other benefits to members in the National Main Street Network; membership cost in 1986 was $195.00 per year.

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